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IMPLEMENTATION OF THE TRAINMAR ACTION PLAN: FINAL REPORT

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PREFACE

TRAINMAR provides for human resource development with respect to management of the maritime sector. This programme was initiated in 1980, in response to a clear need of developing countries, through a technical cooperation project to help maritime training institutes in developing countries to organize management training. In view of the very positive results, TRAINMAR was established as a regular programme of UNCTAD in 1988. TRAINMAR functions through a network within which institutes can cooperate and develop. The network has grown steadily and by 1993 had expanded as shown in the figure below.

In general terms, the pertinence of this initiative was recognized in 1992 when the Cartagena Commitment emphasized the role of human resource development in enhancing the participation of developing countries in the world economy. In specific terms, this was confirmed by the Trade and Development Board which, at its thirty-ninth session, second part, in May 1993, indicated, *inter alia*, its particular approval of the long-term approach of TRAINMAR to local capacity building and network development. Meanwhile, the Standing Committee on Developing Service Sectors: Shipping, at its first session in November 1992, and the Intergovernmental Group of Experts on Ports, held in Geneva in October 1993, recommended that TRAINMAR should be extended and strengthened.

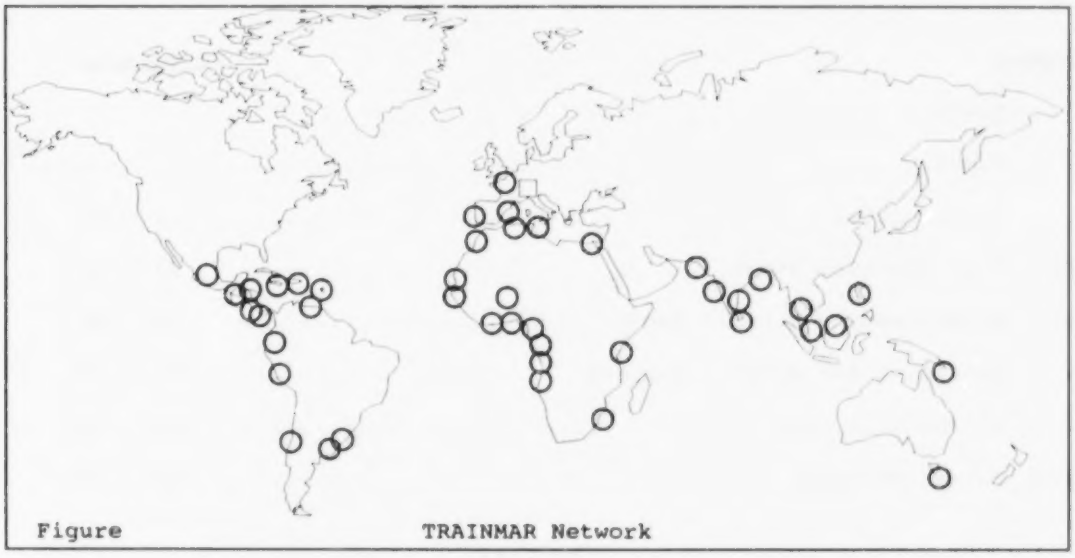

Figure TRAINMAR Network

In establishing TRAINMAR as a regular programme, UNCTAD expected to use the same training approach and the links with the network to foster human resource development pertinent to its mandates. To ensure that the network could continue to function and expand as external support was withdrawn, an action plan was drawn up through which practices and procedures could be reinforced. This report gives an account of the progress made.

By any standards the programme has been successful, but this report tries to bring out the weaknesses that remain and to identify the action needed so that benefits may be maintained and multiplied. In this respect it will be useful for Governments, cooperating institutes and UNCTAD. The report is also intended for national authorities and senior management in the maritime sector, donors or potential donor agencies, and any party requiring information about TRAINMAR.

SUMMARY

(i) TRAINMAR was initiated in 1980 through a pilot project in which three training institutes in different regions agreed to use a common approach to training and to share their efforts and outputs. Participating institutes were called TRAINMAR centres, or members, and they constituted the TRAINMAR network. The intention was to improve both the quality and the range of training available through each centre. A team, known as the central support team (CST), was recruited to work at UNCTAD headquarters to design the approach and to coordinate activity. These TRAINMAR centres and the CST were assisted by project funds, primarily from the United Nations Development Programme (UNDP). The pilot project proved successful, paving the way for steady expansion of the network.

(ii) With project support the network grew steadily and by 1988 had 23 members, several of which were no longer dependent on project support. At this stage the value of TRAINMAR had been established and UNDP indicated that the time had come for it gradually to withdraw support for overall coordination. To preserve the benefits for participating countries UNCTAD was prepared to take on the role of the CST as a regular activity, while TRAINMAR centres were expected to maintain full responsibility for their own activities. As a first step, the state of the network was reviewed in an independent evaluation, which praised the progress that had been made but drew attention to certain weaknesses and a need to consolidate the achievements. UNCTAD drew up an Action Plan through which both its own contribution and the activities of members could be reinforced.

(iii) The Action Plan was initiated in 1990 and is coming to an end in 1994. During execution, attention was given to the future strategy, the status of centres and regional networks, the training methodology, the role of UNCTAD, interagency cooperation, and further funding. Meanwhile, routine training cooperation and expansion of the network continued.

(iv) At the end of 1993, the TRAINMAR network had more than 50 members cooperating with one another in eight regional networks. TRAINMAR centres are able to identify problems of the local maritime sector for which management training will provide worthwhile help; they can further design and implement training solutions, with help from members in other countries if required; they can deliver training adapted to local needs and are reaching an estimated 12,000 persons per year; with growing experience and capability, they are progressively making a greater contribution to human resource development in the maritime sector. Each regional network has arrangements to enable its members to keep abreast of TRAINMAR developments worldwide, and to arrange mutual help with training problems. Close contacts among members are maintained through annual meetings at which experiences are exchanged and joint activities planned. In general, courses prepared by members are made available to all other members for local adaptation and use. Courses in regular use cover training technology and general management skills, as well as specialized management and commercial skills for ports, shipping, legislation and multimodal transport.

(v) The TRAINMAR approach to training design is also being used by the UNCTAD secretariat in preparing human resource development activities that support its regular work. Further, the TRAINMAR centres are well placed to cooperate with the UNCTAD secretariat, providing information and receiving feedback relative to their training needs, and in addition cooperating at local level in human resource development relevant to the policy issues in which UNCTAD is involved. Thus UNCTAD has not only assisted countries very effectively through its involvement in TRAINMAR, but has used the opportunity thus provided to enhance its regular work.

(vi) TRAINMAR has fulfilled expectations and current achievements show it to be a very successful programme: its potential to contribute to economic development is enormous. However, as with all professional training, its potential can be realized only through a sustained effort by all partners. Moreover, the Action Plan has not been able to guarantee that present performance will be maintained and built upon without further stimulus. This is needed to supplement the continuous efforts of UNCTAD programme staff and TRAINMAR centres, both in their routine work and in following a long-term development plan.

(vii) First and foremost, support must come from UNCTAD itself and the authorities responsible for the centres concerned; these key partners in TRAINMAR must meet very demanding targets if the potential of the programme is to be fulfilled. But it had always been clear that TRAINMAR would progress more quickly through access to external support. This has already been provided in various forms, or is being built up, and the response from donors and collaborating parties has been very positive. Special mention may be made of UNDP, which supported TRAINMAR from the outset, of the EC, France, Germany and Norway for direct funding as well as practical support, and of Australia, Portugal and Spain, from where help has been provided above all in practical respects. Further help will be required from the key partners and all others willing to cooperate. Execution of the Action Plan has enabled the following conclusions to be drawn:

(a) UNCTAD has had difficulty providing posts and financial support at the level required; furthermore, lack of flexibility in United Nations procedures has prevented opportunities from being exploited fully and a speedy response provided to network needs. It is suggested, therefore, that while UNCTAD continues to build programme staff levels and support to meet the basic requirements, it should also seek wider forms of support for the network, to be supplied direct to network members and blended with their own efforts, so as to be more responsive to network needs.

(b) Training centres are often unable to obtain local support at a level which good training warrants. Unless centres get good staff, with a career structure that encourages high performance, training will decline in quality and eventually become irrelevant - as is the case of much traditional training. Other factors of importance to training centres are: (i) the ability to cooperate with centres in other countries, requiring both finance and a degree of autonomy; and (ii) official and management support, which enables good training to be designed and the results of training to be put into practice. Centres must have the support, autonomy and encouragement they need from their own local and national authorities; this should include a financial provision for foreign cooperation, and autonomy in its use, as well as measures to promote the status of training staff and the effective implementation of the training given.

(c) As privatization has become significant in the maritime sector, the position of the training centres has become uncertain; they have lost staff to operational functions and tend not to adopt long term objectives. This can have detrimental effects on the prospects for all trade and Governments may wish to consider whether responsibility for training policy should be left entirely to newly privatized enterprises.

(d) Most TRAINMAR centres focus on only one branch of maritime activity (e.g. ports or ship management). In order for the success of TRAINMAR to be spread through the maritime sector, the scope of TRAINMAR centres needs to be expanded to cover the entire field; moreover, training activities need to be integrated into human resource development plans. UNCTAD will provide help and assistance in these matters, but initiatives must be

supported at a high level in the countries concerned.

(e) External support is required in both financial and practical forms so that a range of cooperative activities can take place; the forms which this support could take are very varied, ranging from help with delivery of a course to the setting up of a national TRAINMAR centre. Periodic meetings at global level are among the actions for which support will be required; they should include, separately or together:

- an Advisory Committee, comprising knowledgeable observers and specialists, meeting annually;
- an Executive Committee, comprising representatives of the different regional networks, meeting annually;
- a General Meeting, open to all members and called every three years.

(f) Possibly within the framework of the above support, and involving close contacts between specialized centres in donor countries and TRAINMAR centres, research is needed into various aspects of training, in particular into distance learning techniques as they can be applied to professional training for remote communities with varied training needs, and into factors that inhibit the successful implementation of training. Special funding of such research, to be carried out in close collaboration with programme staff, would have the specific objective of reaching conclusions which could be implemented promptly through TRAINMAR centres.

(g) A valuable complement to all TRAINMAR actions in the medium term would be to arrange for regional advisers to be placed in all regions, who could assist the centres and their authorities as well as facilitate the implementation of initiatives from UNCTAD. There are now well qualified persons in each region who have worked with TRAINMAR centres and who master the issues involved. However, only generous donor support would enable them to be appointed and to move around the regions.

Chapter I

INTRODUCTION

1. Efficient international transport links are vital for expanding trade: growth in traditional markets will be encouraged through low costs, reliable service and competitive awareness; entry into new markets depends also on innovation, speedy reaction and diversity of choice. All these features rely on sound policy and effective management throughout the transport sector, notably with regard to shipping, ports and multimodal transport. Both depend in turn on the skills, knowledge and abilities of policy makers and managers, which result from effective human resource development and particularly training.

2. A study commissioned by UNCTAD in 1978 (*A survey of maritime management training, and the training requirements of developing countries*, by Prof. A.D. Couper) gave some idea of the size of the management training problem in the maritime sector of developing countries. It appeared that more than 60,000 managers needed training in economic and commercial aspects of their work. Most of these managers were at middle and junior levels, and nearly half worked in the port industry, responsible for the handling of virtually all their countries' foreign trade, and for the potential of their countries to compete in new business such as transhipment and export processing.

3. It is clear that only small numbers of people can be trained abroad, for reasons both of costs and applicability of learning. It is no less true that even training abroad must be organized from home: that is to say, the need for training and its nature must be defined in relation to local conditions. Thus it is indispensable for each country, and each location, to have a capacity to organize and conduct training. With regard to management of shipping, ports and multimodal transport, this was the initial role of UNCTAD's TRAINMAR programme.

4. In practice, it was observable during the 1970s that virtually no countries had training programmes dedicated specifically to management of the maritime sector. Neither, it seemed, was there any ready source of support in the development of such programmes. The lack of training opportunities for high officials led UNCTAD to organize a selection of courses oriented to conditions in developing countries, an initiative which was subsequently pursued by a small number of institutes in industrialized countries; but these efforts could not satisfy more than a small part of the needs in developing countries. Widespread recognition of this fact in many countries was the driving force behind the creation of the TRAINMAR programme in 1980.

5. This focus on training had parallels in other sectors, as well as in the maritime sector where the ILO was facing the widespread need for port worker training and IMO the need for maritime administrators and marine personnel. Such interest reflected the fact that developing countries had become aware of the importance of training for their own managers and officials. For UNCTAD it seemed particularly fortuitous that a cooperative training approach had been organized successfully in the telecommunications sector. The opportunity was evident: a model existed for training development through cooperation; and countries were ready to set up local training centres to benefit from newly available assistance. UNCTAD chose, therefore, to adopt a cooperative training approach.

6. This choice required training centres to adopt a common methodology for training, which then enabled them to share their experience, efforts and outputs so as to improve the quality and expand the range of training available. In practice, the adoption of a common method enabled even relatively inexperienced staff to become competent trainers. At country level, UNCTAD's objective was

to reinforce local training capacity for management of the maritime sector: first so that priority training needs could be recognized and defined; then so that in appropriate cases the training required could be developed locally. Globally, UNCTAD's objective was to facilitate cooperation so that all training required could be provided locally to high professional standards. These objectives could not be met with the regular resources of UNCTAD alone, so the support of UNDP and other donors was sought.

7. The starting point for developing TRAINMAR was that there should exist local training centres mandated to offer training for management of the maritime sector. They were not required to cover the maritime sector only, or its management, nor were they expected to cover the entire maritime sector. Projects were initiated at national level to assist countries to establish their training capacity, and at regional and inter-regional level to introduce the methodology and establish cooperation. The result was a number of local or national training centres cooperating in regional networks under the guidance of a team based within UNCTAD. A description of the growth of the network from just three centres in 1980 to 23 centres in 1988 is given in annex I.

8. Various donors contributed to project finance, including participating countries, but above all UNDP. In particular, UNDP had covered the costs of programme coordination at UNCTAD headquarters through to 1988, while indicating that this could only be temporary. In fact project funds are by definition of limited duration, to enable specific objectives to be met. Recognizing that project finance could not continue indefinitely, each country undertook to finance its own training activities as soon as its own project was completed; the next stage was that participating centres should also finance activities conducted at regional level, while UNCTAD took over the work of central support and guidance.

9. Responsibility for coordination of the programme was accepted by UNCTAD in the interests of participating countries, so that their maritime trade would improve. It had the additional benefit of establishing links between UNCTAD and countries at a technical level so that information and systems can be readily exchanged, and provided UNCTAD with a mechanism to develop human resource aspects of its own research and deliberations.

10. Specific details of individual participating centres are not discussed in this report, which is intended to concentrate on broad issues of the programme. To aid readers, a list of countries in which the centres are situated is given in annex II. Centres are predominantly located in the ports industry, where, as has been shown, the greatest need was identified. Some, however, are found in shipping companies or are community oriented. All may be expected to offer training beyond the organization and subsector in which they are immediately located. It is a premise of UNCTAD that they should be encouraged to do so, and should apply TRAINMAR principles as widely as possible, so as to extend its benefits to the largest possible number of clients.

11. The scope of the TRAINMAR methodology is explained in annex III. It is implemented through the training of trainers in a manner which is extremely thorough and well documented. By putting careful emphasis on this method and on sharing of effort, which is facilitated by the existence of the method, TRAINMAR ensures that training can:

- respond widely to recognized local problems, in terms of the profile of local personnel and the responsibilities they carry;
- meet recognized standards, shown by the measurement of results and submission for public scrutiny.

Although a training centre is necessary for any country seeking to benefit fully from TRAINMAR, the programme can even help countries without training centres to benefit from training abroad or to set up their own centres.

12. In 1980, there was already a small number of training centres ready to meet the challenge. The number has grown steadily over the years, for two reasons: growing recognition of the importance of management training in the maritime sector; and evidence provided by TRAINMAR that local training centres can produce impressive results. Each TRAINMAR centre has a specific target audience to serve - usually staff of the host organization, which may be an enterprise or possibly a whole sector. This may be expanded in the interests of the responsible authority: for instance, a port may offer training to port users. In this report, the target audience is called the client.

13. The principles underlying TRAINMAR were evolved from experience gathered by ITU in the telecommunications sector. Transition to the maritime sector and to management and commercial functions was a significant step and, due to its success, the pattern has since been extended for use in other sectors. In particular, cooperative training programmes are now well established in the air transport sector (TRAINAIR) and in promotion of foreign trade (TRAINFORTRADE). Cooperation is now becoming possible among these programmes in the field, whereby local training centres can cooperate in tackling pedagogic and organizational problems.

Chapter II

THE 1989 EVALUATION

14. Over the period from 1980 to 1988 the TRAINMAR network grew with project support from a simple idea to worldwide proportions. While UNCTAD had given wholehearted support to TRAINMAR's development, and UNCTAD staff had contributed significantly to both shaping the network and improving the technical quality of its actions, this had involved no long-term commitment. When UNCTAD undertook to coordinate the programme indefinitely, it was necessary to assess future requirements based on appraisal of the achievements to date. This was done through an evaluation conducted during 1989, for which finance was provided once more by UNDP.

15. The evaluation was the basis for preparing the Action Plan and subsequent development of TRAINMAR.

A. Conduct of the evaluation

16. The evaluation was conducted by independent consultants appointed by UNDP. It set out to measure the achievements to date, to identify the weaknesses that had not been overcome, and to make recommendations for future action.

17. Two consultants were involved (Professor P. Bauchet of the University of Paris 1, France, and Dr B.J. Thomas of the University of Wales, United Kingdom). They examined all available documentation, including a number of the courses developed at TRAINMAR centres; they held meetings with UNCTAD staff both directly and indirectly involved; they met with officials of other international organizations; and they visited TRAINMAR centres in Asia and Africa - covering Eastern, Northern and Western Africa to incorporate a range of conditions and experiences. The visits to centres involved interviews with trainees, training staff, managers and officials, so as to cover all points of view. The consultants visited regions separately during March-September 1989 and then met again to prepare their conclusions, which were presented to UNCTAD and UNDP staff at a round-table meeting in September 1989.

18. While the evaluation was expected to be principally of help to UNCTAD, it was also seen that the results would be of value to donors who supported training initiatives for any sectors in developing countries.

B. Achievements recognized

19. A wide range of achievements was evident: 23 TRAINMAR centres had been established with the ability to organize relevant training; regional networks had been set up which enabled all centres to participate in cooperation activities; 30 courses had been developed at the centres and another 5 were nearing completion; some 1800 managers were being trained per year at the centres; trainees were enthusiastic about the quality of the training conducted.

20. In statistical terms, these results did not always match up to the original expectations about the programme, particularly with regard to the number of courses prepared and the number of managers trained, which might have been four times greater. However, in qualitative terms, it was clear that wider progress had been made. In particular, there had been an important contribution to institution building: proper attention had been paid to the provision of training premises, equipment and staff. These were being used to provide training beyond the planned scope of TRAINMAR, for a broader range of personnel and topics, and involving redesign of training from varied sources which could not otherwise have been used. In essence, a professional approach to training was evident and the

benefits of cooperation were being actively explored.

21. The key conclusion was that remarkable progress had been made in establishing training for maritime management, which to all evidence could not have happened without the programme.

C. Weaknesses identified

22. Doubts remained about:

- whether the existing centres and networks had achieved adequate self-sufficiency, bearing in mind that at that time each region had access to expert advice which would soon be withdrawn;

- whether the global network could maintain a sufficient rate of growth, bearing in mind that it had not yet reached many countries;

- whether UNCTAD could provide sufficient central support within the fixed budget of the organization;

- the varied quality of the courses developed, despite the nominal existence of a control procedure;

- a preponderance of courses relating to ports;

- little adaptation and updating of existing courses;

- few signs of training to meet an apparent need for career development training;

- a lack of membership from the industrialized countries;

- large numbers of managers being trained as trainers without taking up such positions, and a large turnover of the remainder.

None of these features was universal and they may be considered as areas of potential danger rather than as failings. The risk is that many centres could fail to innovate and, after the withdrawal of external support, tend to offer only traditional training that fails to meet real needs.

23. Various probable causes for the potential weaknesses were also identified. These related both to the concept of TRAINMAR and to the management system that had developed.

24. With regard to the concept, the consultants felt that:

(i) Training in course development was insufficient. Course development is the most difficult work of a training centre, extending as it does from the identification of training needs to the design of appropriate training. The TRAINMAR approach aims to enable managers with little formal preparation in the training field to grasp the essentials of training within a period of a few weeks and thereafter to produce meaningful results. If this is not valid, many weaknesses will emerge.

(ii) No mechanism existed to keep course developers abreast of pedagogic developments. Training can benefit greatly from modern technology, especially in the fields of computers and visual aids, but also in the context of training philosophies which have evolved continuously in recent years.

(iii) It was not proved that courses prepared in response to local conditions could easily and routinely be transferred to other places. This was being assumed by the centres and would lead them into immediate difficulties if not valid.

(iv) Neither was it evident that the most valuable training emerged from concentration on observable problems, which is a fundamental assumption behind TRAINMAR. The approach adopted by TRAINMAR staff is to identify problems (present or future) of the client organization, and design training to alleviate or avoid the problems. The consultants argued that, while helpful, this does not necessarily respond to each organization's need to perform to its full potential rather than just better. An approach consisting in defining desirable skills and abilities was preferable as a starting point for the design of appropriate training programmes.

25. With regard to organization, three items were highlighted:

(i) The level of support that UNCTAD was able to offer, which the consultants felt had been too modest in relation to the real needs.

(ii) A lack of clear responsibility at local level, where each centre/client unit needed greater recognition.

(iii) An inadequate flow of information around and among the networks, which prevented fuller cooperation from taking place. The consultants felt that this was a real problem which could be solved only by the introduction of a comprehensive management information system.

D. Recommendations of the evaluation team

26. The consultants' report suggested four areas for remedial action: network organization, centre organization, course development, and the role of UNCTAD.

27. **Network organization** required the setting up of a hierarchy of centres within TRAINMAR, related to individual centres' commitment or ability to implement the principles. This would streamline contacts and allow better use to be made of UNCTAD resources while enabling all centres to benefit from cooperation opportunities. A small number of centres (initially called Main Centres) should become the focus for contact with UNCTAD and for thorough training development, providing other centres at local level with training materials of quality.

28. It was noted that Main Centres would have to obtain wider local support, both from client organizations and from financial and public authorities.

29. A role was also foreseen for TRAINMAR centres in industrialized countries.

30. **Centre organization** required first the appointment of a qualified coordinator at senior level in each Main Centre, together with a course development unit. Staff of the unit should be committed to training in the long term and be employed full time; they would need more extensive training than the existing TRAINMAR course development workshops.

31. Changes called for in **course development** were much wider than the techniques themselves, although it was suggested these should be extended and applied more flexibly and progressively, and more extensive training in their use be provided. Other changes required were organized cooperation within an annual workplan, which should involve several Main Centres working together, particularly in partnerships between centres in developing and industrialized

countries; the adoption of an international curriculum, into which much of the course development would fit; priority to be given to the development of courses for senior managers, which could be extended locally for junior managers; and closer involvement of managers and officials in the training process, which should be encouraged through the availability of training materials covering human resource development and the place of training in career development - the objective being to obtain management support both in the preparation of training and its use.

32. The consultants also pointed out that the original forecast of demand for management training (see chapter I) was no longer valid. Technological advances had led to two phenomena: a reduction in the number of managers in the maritime sector, but a greater need for training among those remaining. The consequence should not be a reduction in the total amount of training required, but a change in its nature so that fewer people in each location can benefit from any one course. This would tend to justify the wide distribution of standard courses, the use of distance learning techniques, and the incorporation of recent innovations in training such as interactive learning. This development has particular implications for **the role of UNCTAD**.

33. Despite the functional nature of many TRAINMAR activities, the consultants concluded that UNCTAD was the most appropriate body to direct and manage the programme, and that the case for it to do so was overwhelming. However, to make the best use of scarce resources, UNCTAD should concentrate on:

- policy formulation
- coordination of network activities
- establishment of an international maritime curriculum
- integration of the various TRAINMAR networks
- quality control
- mobilization of resources.

This would, in principle, avoid direct involvement in pedagogic and technical development, which would be undertaken by centres or specially commissioned.

34. The consultants indicated specific tasks which needed to be completed in the short term, notably to:

- define a formal management structure for the networks
- establish a central information system
- implement procedures for coordination of course development and distribution
- prepare a house style for TRAINMAR course materials.

35. In the longer term, they suggested that UNCTAD's training activities in relation to the maritime sector should be concentrated in a single unit. This would reflect their view that human resource development in developing countries should be seen as an essential element of UNCTAD staff responsibilities.

36. Finally, with respect to UNCTAD, the consultants emphasized the need for closer coordination with the ILO and IMO and invited UNCTAD to take initiatives to enhance cooperation with respect to training for the maritime sector.

E. Conclusions of the evaluation

37. Until UNCTAD's decision to support TRAINMAR as a regular programme, there had been continuous financial support from donors, primarily UNDP. The consultants indicated that this would continue to be necessary if the results achieved and progress made were not to be lost. Finance required would have two components:

- non-recurrent expenditure, to establish a sound base;
- regular operational funding, to sustain activities over the long-term.

38. It was stressed that the programme could not be expected to survive and succeed without specific sources of funding lasting into the foreseeable future, and that, in view of the expectation that UNDP funding would disappear, this would need to be planned urgently. A funding campaign would be necessary in which a specific allocation within the UNCTAD regular budget, donor funds, and contributions from centres should all play a part.

39. Since it was clear that many matters raised in their report could not be resolved instantaneously, the consultants proposed that an action plan be put in motion.

F. UNCTAD's Action Plan

40. The decision that UNCTAD should continue to coordinate TRAINMAR was reached on the basis of the promising results achieved, and thus future prospects; the need for coordination; and the absence of a viable independent alternative. Once the justification had been confirmed by the evaluation, UNCTAD proceeded to develop a plan of action - the Action Plan - through which the new arrangements could be put on a sound footing.

The Action Plan prepared early in 1990 had two broad themes:

(a) strengthening capacity within the network; and
(b) providing for adequate support to the network.

These corresponded to the view that TRAINMAR could succeed in the long term only through the strength of its members, but that this would not be sufficient in the medium term and would need to be supplemented by external support. Some forms of support which then appeared to be external, such as advice and assistance from institutions in industrialized countries, and the role of UNCTAD both in coordination and the provision of technical support, needed to be integrated with the network. Since this external support would eventually become regularly available capacity, related activities would in fact contribute to both of the above themes.

41. The actions needed were defined with the clear view that resources were limited, so the plan was developed as the minimum requirement for successful continuation of the programme. Even though some actions appeared difficult to complete in a satisfactory time-frame, no attempt was made to tailor the plan to foreseeable resources. Inevitably, some objectives were not achieved; these remain important for the network to accomplish in the future.

42. The next two chapters describe briefly the actions planned and the progress made in their execution. Theme (a) above is covered in chapter III, and is presented in more detail than theme (b), in chapter IV, as more fundamental issues are raised.

Chapter III

STRENGTHENING NETWORK CAPACITY

43. It was clear that the success of TRAINMAR would depend ultimately upon its internal strength, in terms of the capacity of member institutions to conduct training and help others, and the ability of networks to facilitate cooperation and generate concerted action. The main attention of the Action Plan was focussed, therefore, on measures that would strengthen centres internally and their ability to conduct effective training, and reinforce the mechanisms for cooperation. However, attention was given first to the definition of a strategy to be followed.

A. A development plan for TRAINMAR

44. From its inception, TRAINMAR had embodied many new ideas and ideals; it had not been able to follow a proven path and therefore had developed in a very pragmatic fashion. There had been periodic plans (1981-1985 and 1986-1990), but these were based on quantifiable targets rather than controllable actions. In particular, meeting targets depended on the availability of resources which, it was becoming clear, could not be relied upon to be available. Future development would depend more on what could be done from within the network, including to obtain help, and this would often need to be seen in qualitative rather than quantitative terms. The time had come to prepare and adhere to a comprehensive strategic plan.

45. It was decided that this should be in two parts. The first part should be a medium-term plan to cover consolidation of the network, which the Action Plan was expected to accomplish. The second part would be a long-term plan, in more general terms, to cover development thereafter. Setting out the medium-term plan was the first activity of the Action Plan, which was accomplished in "The Action Plan Progress Report", a document circulated to interested parties in August 1990. It covered measures for the reinforcement of:

- network organization
- member training centres
- course development procedures
- UNCTAD support
- inter-agency cooperation
- financial support.

A brief outline on each topic will be found in this and the following chapters.

46. The plan gave priority to consolidation rather than expansion, even though many countries were not yet benefiting from TRAINMAR nor were large parts of the maritime sector, even in countries that were associated with TRAINMAR. It was decided that the need for expansion could not be ignored altogether, but that no special efforts should be made to promote extension of the membership: attention should be given only to specific requests from countries or bodies wishing to associate with TRAINMAR, and then only as resources permitted.

47. Implementation of the medium-range plan required access to finance. Upon recipt of the Progress Report, and in response to various undertakings by UNCTAD, UNDP agreed late in 1990 to provide the necessary funding through project INT/90/029. The project was originally planned to continue until 1993, but was later extended into 1994, without additional funding, to allow for more gradual implementation.

48. The long-term plan was expected to provide guidance for decisions affecting the programme through to 1999. The broad objective to be pursued was: "expansion of the global network so that all countries wishing to benefit might do so through their own training centres and with regard to the full range of management training needs in the maritime sector".

49. Consultation on this matter had only just begun in 1993, but it was clear that centres wished to make the efforts necessary to have a flourishing network in the late 1990s. The main features of this would be:-

(i) A comprehensive training methodology keeping pace with new pedagogic developments such as multimedia, interactive learning, satellite communication, etc..

(ii) Training centres with official recognition and priority for resources.

(iii) Core course materials produced in line with an agreed curriculum of training needs, including diploma-oriented training.

(iv) Access by all interested countries.

(v) Applicability to all branches of the maritime sector.

(vi) Ties between industry-based training units and centres of higher education, to enhance pedagogic and intellectual rigour hand in hand with attention to practical needs.

(vii) National coordination of TRAINMAR activities in each country.

(viii) Strong regional arrangements, supported by both training management and authorities of the maritime sector, to enable most training objectives to be met at local or regional level or through established direct links with external sources of support.

(ix) Implementation of human resource development policies in which TRAINMAR is integrated.

(x) Operation of a global database and information exchange system providing details on training application and development within TRAINMAR, across international organizations and at selected external institutions.

50. A strategy statement is to be prepared for consideration by members at regional meetings during 1994, and should be adopted no later than early 1995. It is hoped that an inter-regional meeting will be organized for this purpose at the beginning of 1995, at which both national officials and training managers should be present.

B. Member training centres

51. In the long term, most training centres should be able to organize training to high professional standards. The evaluation showed that this was not yet always the case, for reasons going beyond TRAINMAR's approach based on techniques and cooperation. Training centres experience many constraints on performance, principally because their status is too low or their requirements are simply not recognized. The result is that they do not necessarily get the quality of staff, the resources and the autonomy needed to be effective, nor do they always succeed in establishing satisfactory cooperation with managers and officials. There are deep-rooted issues involved and it was not thought that these could be resolved in the limited timespan of the action plan. For this reason, they are discussed separately in section E below. Nevertheless, TRAINMAR provides a basis for

tackling the issues and should be instrumental in reaching a long-term solution, but it will be a gradual process.

52. In the immediate future, it was essential for at least a few member centres to meet high standards, and use this ability as a source of advice and support for other centres. These few, to be designated as Main Centres, would provide a relay between UNCTAD and all centres to ensure the transfer of information and advice about training developments, including new techniques, technical information and courses. The other centres would need to develop the same good basic characteristics in order to participate fully in TRAINMAR, but could do so more gradually with the help and example of the Main Centres.

53. A first step was the designation of Main Centres that already had the right characteristics or the potential to acquire them, and preferably in all regions. The identification of a suitable centre in each region posed few problems, with the exception of Eastern Africa, where, due to lack of external funding sources, too little contact had been maintained between UNCTAD and the centres in the region. However, centres not so identified did not wish to seem relegated to a secondary role, so it was not a straightforward matter to nominate a shortlist of Main Centres. Instead UNCTAD chose to publicize the obligations of full participation in TRAINMAR and to decide which centres to work with solely on the basis of the commitment each demonstrated. Centres able to make the greatest commitment were called Resource Centres and the term Main Centre thus disappeared.

54. Conditions to be fulfilled by training centres joining the network were set out in the "Constitution and Rules" agreed by members representative of all regions at an inter-regional TRAINMAR meeting held at Bremen (Germany) in February 1992. The text is contained in annex IV; this shows the features of different types of centre, and of network orgnization at regional and global levels. One objective in requiring countries to adhere formally to the Constitution was to enable them to clarify the conditions with their responsible authorities, which might extend from company management to ministerial officials.

55. Most centres join TRAINMAR as Full Members, ready to participate in all activities. The Constitution also defines the role of Associate Members, bodies which may not wish to participate fully in TRAINMAR but would like to benefit from certain aspects. These could be training centres which are not yet ready to make a full commitment, but more often would be companies or departments that need training in some fields but lack the means to participate in its preparation.

56. A key commitment of centres is to employ trainers, namely instructors, course developers and training managers. But they need to be able to perform as true professionals, which depends on many factors including the training available to them. To ensure that training skills can be acquired properly and as easily as possible, the training guides identified in annex III have been completely revised, together with the associated workshops which were then run in different regions by UNCTAD or regional staff. Manuals and workshop materials are available in English, French and Spanish.

57. Access to these workshops locally is very important if professional standards are to be established and maintained. Although not all centres will develop courses to TRAINMAR standards, even the course development workshop is important, since it covers basic principles of value to the smallest training unit. It was intended that Resource Centres in all regions should be capable of running these workshops, so that they would be readily available to all centres. This objective has not yet been achieved for the Training Managers' Workshop, which is still run by UNCTAD staff, but other workshops can now be run in each language by counterpart staff. This is an important contribution to the

autonomy of the TRAINMAR process, but is still vulnerable to the relatively high turnover that affects training staff in most countries. A system exists for identifying new pedagogical instructors and for allowing them to practise, but workshop deliveries are too infrequent for this to work well in the absence of career trainers.

58. The most difficult pedagogic training to complete successfully is the training of course developers. Initial training through a four-week workshop is well established. This process attracted words of caution in the evaluation report (see chapter II) and has been thoroughly revised. However, it is evident that a professional approach should not be founded on just four weeks' training. An extended programme of follow-up training is now being introduced. This requires access to expertise which will remain difficult to obtain. It is satisfying to note that a number of centres in the Asian network have been able to arrange among themselves to implement this procedure. However, not all members of the network have been able to benefit, due to continuing obstacles at national level to their full participation in regional initiatives. So long as some centres do not have a budget for cooperation and a degree of autonomy in arranging foreign contacts, they will not be able to benefit fully from the potential for shared development.

59. This experience is being transferred to other regions. Thus the potential for centres to acquire the necessary skills within a regional framework has been established. A second requirement is that the skills should be used productively. UNCTAD does not currently gather statistics on performance but has made a survey of centres (see below), which indicates that the number of courses delivered and persons trained is appreciable. However, the number of courses developed to TRAINMAR standards is small. While many contributory factors have been identified, this is a matter requiring keen attention in the future, as discussed in section D.

60. The effectiveness of the training of trainers is limited by their conditions of recruitment and employment and any incentives available to them. UNCTAD staff members have visited a large number of the members, and all of those identified as Resource Centres. However, regrettably, it has not proved possible to influence management with regard to the grade and quality of staff required. This remains a significant obstacle in the fulfilment of TRAINMAR objectives.

61. A further subject explored by programme staff is Incentive Schemes. It has been found that the preparation of courses demands such a sustained effort that results are unlikely to be achieved (at least repeatedly) unless there is an exceptional reward at the end. Experiments have been conducted with the offer of financial incentives in the context of projects. It has been concluded that training centres should have access to special budgets for this and other expenses of cooperation. The UNCTAD secretariat has been given the impression that this is an acceptable principle in developing countries, but has not yet been able to ensure implementation. Efforts in this direction must be pursued.

62. Various aspects of the appointment of trainers are dicussed in section E. It may be concluded that many problems of ineffective training could be avoided if trainers were appointed for a period of 3 to 5 years as a key part of career development leading to top management positions in the client industry. Far from being utopic, this should prove of benefit to the individual, the institute and the client industry.

63. Doubtless it would be impressive to quote figures for the number of persons trained through TRAINMAR. However, for practical reasons statistics of the number of courses run, their duration and the number of persons trained are not currently gathered. This will be worth doing when a system for doing so electronically is available, with a routine procedure which places demands on

neither the centres nor programme staff. This is envisaged as part of a database and information exchange system to be established as soon as resources permit.

64. Meanwhile, a survey has been made of centre performance in 1992 and 1993. No two centres are the same and the number of deliveries per year ranges from 6 to 300, of which only a proportion are exchangeable TRAINMAR courses. Centres with large delivery volumes have many non-TRAINMAR courses, often conventional lecture-based courses; those with few courses tend to rely exclusively on TRAINMAR courses developed elsewhere. The average of TRAINMAR courses in the total is about 20 per cent. This does not mean that TRAINMAR has contributed to only this percentage of their activity, as most TRAINMAR centres use the principles for all their courses, but do not employ them in the same rigorous and time-consuming manner for other courses. In fact some centres with very high outputs have been established exclusively through TRAINMAR, but organize much of their training for single groups or at short notice where the concept of providing structured materials-dependent courses is irrelevant. Further, most instructors are trained through the TRAINMAR instructors' workshop regardless of the type of course they are conducting.

65. By further derivation from the figures gathered, it may be estimated that some 300 TRAINMAR courses are delivered each year, reaching an audience of about 3,000 persons. The total number of persons trained, all courses included, and the relative value, are more difficult to estimate due to the fact that, while TRAINMAR courses are structured to be delivered to quite large homogeneous groups over several days, other courses meet the needs of very varied and often small groups, as well as varying in duration from hours to months. Nevertheless, it would be a conservative estimate that TRAINMAR centres currently provide meaningful training to some 12,000 persons per year.

66. A further issue which has implications for TRAINMAR centres is privatization of enterprises in which training centres are situated,or of training institutes themselves; this is discussed again in Section E. TRAINMAR staff are looking further into the implications, but there appears to be a danger that training will be severely weakened unless safeguards are established - perhaps through maintaining public control of training or imposing an obligation on the private sector to invest in training.

C. Network organization

67. All TRAINMAR centres established prior to 1989 had received support from a project (see annex I), usually funded by UNDP at national or regional level and often both. It was natural for cooperation to take place within UNDP-defined regions and this had laid the basis for regional networks. There was little reason to change this structure, but there was a need to streamline communication and cooperation arrangements. Centres had developed through direct links with UNCTAD and the volume of routine contacts had become excessive. Measures were needed to increase direct links among centres and reduce the amount of communication with UNCTAD, without impeding necessary action. This was expected to give the UNCTAD programme staff more time for the pursuit of productive activities. A system was required that would make it possible for information to flow to all interested parties, and enable them to obtain all the necessary support, without excessive dependence on a single party.

68. This was accomplished through the definition of regional network arrangements which provided for a regional secretariat, as a focal point for communications, and resource centres, as sources of pedagogic and technical information and support, in each region. Currently eight regional networks exist as shown in the following box.

Regional Networks
Latin America, a continent-wide network into which are integrated three sub-regional networks for closer routine cooperation: Caribbean Central America Southern Cone (these leave a small number of centres - e.g. in Mexico and Ecuador - members of the wider network only, hence its need to be considered as a distinct network)
North Africa (Maghreb)
West and Central Africa (Francophone)
South and South East Asia
Europe

69. This still leaves a number of important gaps in global terms, due to the irregular scatter of early centres and the difficulties of obtaining financial support for action in certain regions. Arrangements have been made for interested centres in other regions to participate within existing networks until a suitable local network is formed. This applies particularly to centres in East Asia, Eastern Arab States (Mashreq), Lusophone Africa, and the Pacific; there remains a particular difficulty for centres working in English in East and West Africa, for which only ad hoc arrangements can be made. The European network for the moment consists of centres in countries of Western Europe; these are termed Supporting Centres because they are willing to provide support for activities in developing countries without commercial considerations. Interest is growing steadily in Eastern Europe, where centres have begun to participate informally in the activities of this network.

70. Special attention needs to be paid to the funding of a project to embrace English-using centres in Africa. Separate proposals with respect to West Africa, East Africa and the Indian Ocean have been drafted for review in interested countries and by donors. However, no serious prospect of implementation has yet arisen. So long as no regional or subregional project can be mounted, it is unlikely that these countries will be able to benefit significantly from the existing fund of experience and training materials, or that they will share in TRAINMAR development generally.

71. Each regional secretariat assists in monitoring regional progress and communicating with UNCTAD. This simplifies communications and improves the implementation of regional activities which are agreed in regular meetings held in all regions. The Resource Centres ensure that all centres have access to courses, advice and up-to date information on training developments within TRAINMAR. Most regions are now capable of providing all the basic pedagogic training of the TRAINMAR approach.

72. While regional networks are able to plan and execute their own work programmes, there are frequent occasions when obstacles block the progress expected. Local staff are hesitant to recognize a problem and monitoring by UNCTAD can seldom be close enough to identify it in good time. Nor is the assistance which UNCTAD can give sufficiently prompt or detailed to resolve the problem directly. Hence a significant drop in activity level, progress and outputs is clear in comparison with the potential. This in turn lowers enthusiasm generally. Two regional networks (Southern Cone and the Caribbean) still have regional advisers, funded respectively by Germany and France; these advisers are highly influential in avoiding problems and maintaining a high level

of progress. The funding of advisers in other regions, even at the level of a continent, would make a significant contribution to TRAINMAR progress until maximum local support has been attained by centres and momentum can be maintained.

73. A special effort has been made to link training centres of industrialized countries with the TRAINMAR network. The various benefits for TRAINMAR include help with advanced pedagogic and technical skills as well as media resources, to which access is difficult in developing countries. It was also hoped that they would be able to help with:

- keeping courses up to date
- quality control of courses
- providing on-the-job training for trainers
- obtaining local finance for cooperative ventures.

74. This has not yet been fully successful as the identification of centres has been slow and they have needed time to become familiar with TRAINMAR methods (see paragraphs 75 and 76 below). On the other hand, cooperation already under way has proved particularly useful through their ability to demonstrate a dedicated professional attitude; this is most valuable in stimulating action in the centres of developing countries.

75. Unfortunately, while centres in developing countries seek their benefits through an exchange of experience and outputs, this is not a sufficient motivation for many centres in industrialized countries. The principle adopted for expansion of TRAINMAR in industrialized countries has been that there should be no commercial profit from TRAINMAR cooperation; this has not prevented cooperation of a very useful nature taking place with centres in Australia, Belgium, France, Germany, Portugal and Spain. However, for full integration of centres into the network, UNCTAD has insisted that they should employ TRAINMAR methods of training development in their own training activities.

76. This has so far been accepted by centres in France, Spain and Portugal. They organize training in accordance with TRAINMAR procedures and are cooperating with UNCTAD in the preparation of a joint course on maritime transport logistics. It is believed that these centres will benefit the most from their association with TRAINMAR and will, in the long run, become more valuable as a stimulus to the work of other centres. Continued efforts are needed to expand the number of centres in industrialized countries willing to participate on the same basis.

77. The coordination of inter-regional activity has remained an UNCTAD responsibility. This is accomplished at a general level through periodic publications prepared by the secretariat, and at a detailed level through regular phone/fax contact and visits by programme staff, particularly to regional secretariats, to ensure that information about progress in one region is always at the disposal of other regions. These contacts are supplemented by occasional meetings of representatives from the different regions. The global costs incurred for inter-regional meetings are high, so such meetings are called only rarely; the most recent was organized in February 1992 in the city of Bremen (Germany) with generous support from the State of Bremen as well as UNDP.

78. It is envisaged in the Constitution that a general meeting, to which all centres should be invited, should be held at least once every three years. The next meeting is due, therefore, no later than early in 1995. Such meetings are an important stimulus to wide cooperation and the next will be particularly relevant for the agreement on a long-term strategy (see section A). However, as noted, the costs are high: first, owing to the long travel involved and, secondly, to the need for interpretation among at least three languages. While national authorities should be ready to contribute to these costs, it is not

possible for all of them to do so, leading to an unsatisfactory situation in general. No satisfactory means have yet been found to ensure in advance that the costs can be covered. This is an urgent and important need.

D. Course development

79. The ability of centres to produce courses - both responding to their own priority needs and of interest to other centres - was considered indispensable to the progress of TRAINMAR. Improving this ability and ensuring a growing availability of good courses for all members were the key objectives under this heading.

80. Various steps taken have already been described in section B, as the reinforcement of centres has a direct effect on course development capacity. The availability of staff as course developers and the suitability of the training available to them are vital; so is the wider availability of this training on a regional basis so that every centre can arrange for training of trainers effectively, at low cost and with confidence in the continuity of support.

81. A catalogue of courses currently approved for exchange is maintained by UNCTAD. Many early TRAINMAR courses are no longer needed by members and have been withdrawn. New themes are added from time to time; a list of approved courses in use in 1993 is given in annex V, which shows also the languages in which each is available. New courses are being produced by many centres, but only a few are being completed with full documentation so that they can be considered for inclusion in the Catalogue. A growing list of courses is important for the image of TRAINMAR, but should receive less attention than the ability of centres to produce good training adapted to local problems. In this respect, attempts were made to:

(i) Encourage centres to choose different standards for course development according to the purpose of the course and the resources available; for instance, courses that could not justify a significant investment or lengthy development should still adhere to the basic principles of TRAINMAR courses, but would be developed more quickly, and thus less rigorously, and would not be submitted for formal approval as TRAINMAR courses recommended for exchange.

(ii) Revise the content of course development training, as described in the previous section. Additional training modules need to be introduced, particularly covering technical aspects such as the physical preparation of materials, even where these are not specific to TRAINMAR and could be developed in cooperation with other programmes and outside bodies.

(iii) Establish regular quality control procedures, principally through the UNCTAD secretariat, which has been successful so long as there were relatively few courses. If there had been more exchangeable courses, more resources would have been required, which might in future be provided by established centres in industrialized countries. Such centres have yet to gain sufficient experience of working in the TRAINMAR system, but this is increasing.

(iv) Organize the development of a new range of courses. Attempts to do this by inter-regional agreement were not successful, but courses have continued to be developed at the initiative of individual centres, whether independently or in collaboration with UNCTAD. Although results in this domain have not met expectations, as discussed below, there are currently nine courses under review by UNCTAD for approval as exchangeable courses.

(v) Provide new centrally developed courses. This has been carried out by the shipping, ports and multimodal transport sections of UNCTAD, but such courses have generally not been amenable to local delivery. Deliveries have been organized in most regions with UNCTAD staff travelling out from Geneva, and attempts are being made to create delivery capacity at regional level.

82. Several problems remain with regard to course development. One has been too little pedagogical expertise available after the rapid run-down of project finance - both in terms of advice from Geneva and the services of regional advisers. It was expected that the relay would be made by stronger TRAINMAR centres, both those in industrialized countries and those gaining experience in the developing countries, but the level of experience is not yet satisfactory. Another problem arises in relation to (i) above, which has been readily accepted by centres and may have reduced the effort devoted to producing courses of exchangeable quality. To encourage centres to derive some benefits at least from each other's work, UNCTAD is preparing to publish a regular "Pedagogic News" to report on all useful initiatives with regard to courses, including courses developed to lower standards or acquired from outside and variations in their use. But a major problem is the lack of dedicated course developers at centres, one of the various staffing problems referred to earlier.

83. There has been a trend in recent years for managers to want all courses to be short, with a maximum duration of five days, or less for certain courses. This is partly a consequence of greater job specialization, partly of privatization, which make it increasingly difficult for staff to be released for more than very short periods. This encourages a modular approach to course design which will need more attention in future.

84. This approach is also relevant to diploma training, in which many centres have become interested. Such training is already well advanced in West Africa, where existing TRAINMAR courses have been adapted as modules of a sequence of career development training. The modules may be attended in different sequences and at different places, but give the right to a diploma on a credit basis. This can fulfil a need of the industry and of individuals without a large investment on the part of the training institute. The introduction of a diploma course as a single entity has not yet been attempted, although a centre in the Caribbean is approaching this in cooperation with an outside institution already offering such a diploma course. While the origin of such courses lies beyond TRAINMAR, the identification of local needs and the subsequent adaptation of course materials benefit from TRAINMAR, and the eventual transfer of experience to other centres and countries will be a direct result of TRAINMAR cooperation. The results of this collaboration are being watched with interest.

E. Some fundamental obstacles to effective training

85. Training will flourish only if it is conducted under favourable conditions, just as a tree will produce fruit only in a satisfactory climate. But training tends, universally, to be starved of the support needed to meet its full potential.

86. There is a dichotomy in training. When an organization chooses to provide its own training, initial support is usually cautious, leading to unconvincing results and management dissatisfaction, less intense support and continuing poor results. The less common alternative is that unconditional support is given to training from the outset, leading to good results, continuing support and further good results. In the absence of a really positive start, a vicious spiral of deteriorating performance is hard to avoid; TRAINMAR offers an opportunity to enter a virtuous spiral of continuous improvement, but only if implemented with proper support.

87. Above all, training centres need competent staff and eager trainees; proper support starts, therefore, with a management policy:

- to appoint good people as trainers, provide good working conditions and encourage trainers to stay in their post long enough to build up their experience and eventually transfer acquired skills to newcomers;

- that trainees should be nominated and released to follow training when needed and with the prospect of implementing skills learned.

88. But this is not all: training centres need facilities - classrooms, learning resources and equipment, and they need operating budgets so that inputs can be obtained quickly when necessary; moreover, to exploit adequate budgets they need sufficient autonomy. Further, they need the ready cooperation of management to become familiar with the problems of the industry and to define the solutions in training terms.

89. This is demanding, but is necessary and should be feasible: training can be well organized only if it attracts resources and management support, which it will do genuinely (as distinct from goodwill gestures) once it has proved its worth. Since this is rarely the case, it is natural to ask why?

90. There are many reasons why traditional ineffective training perseveres: some of the reasons are idealistic, e.g. a conviction that all training is slow to function but will be useful eventually; some are pragmatic, e.g. a belief that training is always ineffective but is an obligation; some are for pure convenience, e.g. the knowledge that in any event training provides a budget for entertainment and travel, or posts to which unproductive staff can be transferred. The persons responsible need to put these attitudes aside if they are to provide the right conditions for effective training.

91. Attitudes are difficult to change, but the need for them to be changed and proper support provided is generally accepted in principle. Even when the principle is applied, there is still a detailed level at which problems arise and the basis for success will be found.

92. Too often a start is made with providing premises before there is a training plan, sometimes to the extent that investing in an impressive building is seen as a sufficient commitment to training. On the contrary, the essential elements are the staff, their autonomy and their relationship with the client industry.

93. Full-time staff of high calibre are required. They must be attracted by good employment conditions, including career prospects. Therefore, posts must be well graded in comparison with the client industry, and must allow for flexibility so that merit can be rewarded with regular promotion and prospects of transfer at a senior level after several years in training. Salaries must be set with realism about the competing rewards of operational employment; incentives must be offered for special performance, which might include premium payments, opportunities for travel or self-improvement, etc.

94. While many of these measures may seem self-evident, they are often ignored in practice and are not easy to implement. For instance, genuine incentives may require a hierarchical structure for trainers which offers parity with senior positions in the client industry. This, or opportunities for foreign travel, may impinge on a privilege normally accorded on rotation or reserved for certain classes of manager. Even when the measures are adopted by the responsible authority, care must be taken to appoint trainers - especially the Training Manager - consistently and uniquely on the basis of aptitude and merit.

95. To maintain satisfactory conditions requires recognition of the high value of training, and will require special budgets and autonomy in expenditure - at least with regard to the purchase of modern equipment and foreign travel. The need to establish good relations with operational management and to attract keen trainees will almost certainly be resolved by the existence of high calibre trainers and good training. The key is the appropriate allocation of resources, but of resources that do exist such as able staff, so while the remedy may be difficult to accept it is not utopian. The alternative is simply a waste of resources and opportunities.

96. Such conditions have been obtained in some TRAINMAR centres. At one port training centre, a senior instructor was transferred directly to become the port manager; it is clear in this situation that training was respected, and naturally it succeeded. This needs to be the standard and not an exception.

97. One factor holding back support for training is lack of clarity about the importance of its contribution to company and national objectives. This becomes clear when training is situated within a plan for human resource development, as discussed in chapter VI.

98. A factor of growing importance to TRAINMAR centres recently has been the trend towards privatisation. The maritime sector has been affected, and training centres that were firmly established in the public sector have lost this reassuring status. An immediate effect has been that many trainers have chosen greater security in operational jobs. Often these have offered better financial and career prospects, and they have avoided a growing anxiety about job loss if training activities were to be cut back. Clearly there is a risk that the growing training capacity will be destroyed. In some areas, notably in parts of Latin America, training is already a privatized and independent activity. It is proving difficult for centres there to invest in course development: financial returns are derived only through short-term solutions, and the long term is completely neglected.

99. There appears to be a need for research into the factors that impede training, including aspects of privatization, and in particular the achievement of results from training. This subject should be of interest beyond TRAINMAR, but the TRAINMAR network would provide a reservoir for observation and experiment that could be of great value. UNCTAD staff have not until now had time to carry out such work, nor is it likely that they or their TRAINMAR counterparts will have time soon. But such a study could be undertaken by consultants or an independent institute if donor support could be obtained. The results, which would be of general importance, could be fed back immediately into the TRAINMAR system and used for its improvement.

Chapter IV

PROVIDING FOR NETWORK SUPPORT

100. This chapter relates to the second theme of the Action Plan: providing the support needed by the network. Part of this should come from UNCTAD and, to the extent that it is a long-term requirement, it may be seen as reinforcement of the network rather than the provision of support.

A. UNCTAD support

101. The first question tackled was what role UNCTAD should fulfil? Given the limited resources of UNCTAD and of all the alternative uses for them, the role should cover only those services without which the system would fail to perform reasonably. The essential services identified are listed in annex V.

102. The second question was how to fulfil this role? It was clear that both staff and financial support would be required. The inputs from programme staff, who took over various tasks of an organizational or pedagogic nature previously performed under project funding by the Central Support Team, would need to be supplemented by inputs of a technical nature from other UNCTAD staff. Some of these essential inputs might alternatively be provided by consultants or regional advisers under appropriate conditions. In addition to staff, finance would be required for travel and the purchase of materials and services. The very different nature of TRAINMAR compared with other activities of the UNCTAD secretariat implied that the financial needs should be reviewed separately from normal budget allocation within UNCTAD. The nature and size of the inputs required were presented in the Progress Report of August 1990, leaving the main issue of ensuring their availability from UNCTAD or other resources still to be settled.

103. It was estimated that in the long term a team of three professionals would be needed to maintain steady progress in the networks. During the execution of the Action Plan, an additional two persons would be needed. By some comparisons this is a large team and providing posts within the fixed resources of UNCTAD was expected to pose problems; the need for them had first to be justified in absolute terms and in comparison with other duties. The range of actions to be taken jointly with eight regional networks and some 50 centres, including regular visits to them, and to be conducted in three languages, easily demonstrated the need. For the justification, a meaningful comparison might be made with resources used for other forms of training: for instance, the organization of international workshops or in-service training, both of which UNCTAD does from time to time. Typically, to organize a two-week international workshop for 20 persons would require three months of a professional staff member, exclusive of technical inputs. To arrange a two-month in-service training session for one person would typically require one month of a professional, exclusive of the efforts of the host organization. In either case, one month of staff time would be used in arranging two to three months of training for one person, quite apart from the time required to conduct the training. Staff time devoted to TRAINMAR could be shown to be some 30 times more productive when spent in arranging for training to be available, even if the key role of the programme in relation to institution building and serving human resource development aspects of UNCTAD mandates was ignored. Viewed in this light the requirements for TRAINMAR support are modest and appeared justified.

104. It was estimated that travel, for training, advisory and coordination purposes, would cost nearly US$100,000 per year during the execution of the Action Plan. It was clear from the outset that this sum would be beyond the possibilities of UNCTAD's regular budget, so steps were taken to supplement the funds as described in section C. The subsequent need for travel would be less,

but would still be out of proportion with the regular travel programme of UNCTAD. Even a budget for equipment and services related to training materials and efficient communications posed problems, owing to the exceptional nature of these items.

105. Prior to UNCTAD's agreement to coordinate TRAINMAR, the essential minimum programme staff and operating finance had been covered from UNDP funds. An immediate take-over from regular UNCTAD funds was not possible because of the financial crisis of the United Nations, which led to a general reduction of budgets, aggravated by the reorganization of UNCTAD, which led to a shortage of posts. Further, the distinctive nature of TRAINMAR in relation to the traditional activities of UNCTAD posed a challenge to established practices which hindered ready acceptance of many requirements. The professional and support posts required were provided one by one as conditions permitted and the necessary complement of professional posts has not yet been reached. Likewise, funds for travel, purchase and provision of services have been severely restricted. In fact, only about 60 per cent of the personnel requirement and 20 per cent of the financial requirement have been met by UNCTAD.

106. Attempts have been made to obtain a specific budget for travel by programme staff, at least for promotional activities and attendance at coordination meetings, which have parallels with other regular staff activities. These have not yet succeeded, and each travel request is considered as it arises and within existing budgets. As a result of this procedure it has not been possible to obtain advance clearance for missions, and several have been disallowed only days before key meetings were due to take place. Clearly this has a disturbing effect on an operational programme involving many partners.

107. In the short run, much of the shortfall in support available from UNCTAD has been covered from specially mobilized resources. These include funds from donors, projects, subscriptions from centres in industrialized countries, etc., and are described at greater length in section C(d). In particular, France and Norway have made a significant contribution by temporarily covering the costs of programme staff, while France and Germany have funded regional projects, which reduced the need for programme staff inputs or covered associated costs such as travel. In addition, projects specific to a country or topic have enabled parallel objectives to be achieved (e.g. travel for a project may be extended to conduct further TRAINMAR activities). While this is desirable in some respects, the constant need to generate funds for projects that may not be central to the role of the programme, and to execute such projects, diverts the attention of programme staff from this role. In other words, survival has tended to undermine development.

108. Contributions from technical staff with respect to shipping, ports, multimodal transport and maritime legislation have been more straightforward to arrange. A clear complementarity has been found between the work of the respective sections of UNCTAD and the aspirations of TRAINMAR centres. This has led to close collaboration at UNCTAD headquarters, and the readiness of technical staff on mission to consult with TRAINMAR centres.

109. While the main problem has been to obtain the release of adequate resources, a secondary consideration has been the difficulty for UNCTAD to react pragmatically to the needs of TRAINMAR as a demand-oriented operational programme. For instance, to modify contractual terms to meet donor requirements, or to purchase equipment to externally imposed specifications, or even to authorize despatch of information by courier or by electronic transmission, have all posed problems; simple delays in contracting, travel or payment of recruits are a continual impediment. Although none has blocked events completely, progress has in general been hampered. Solutions are being sought within UNCTAD, but various types of external support may prove more realistic. For instance,

projects providing personnel or finance for specific activities may be executed more effectively if the support is channelled through autonomous bodies, perhaps in donor countries, which would then collaborate with UNCTAD, rather than the support being given directly to UNCTAD which would then commission activities under its own procedures.

110. The progress of the Action Plan has been reported to an Advisory Committee comprising the consultants who carried out the TRAINMAR evaluation (see chapter II), representatives of the TRAINMAR network and UNCTAD management. The Committee provides an external overview of actions taken by programme staff and its advice has proved very useful. However, with regard to UNCTAD support difficulties, it could only plead for the minimum requirement to be met as soon as possible, and that tasks suitable for decentralization to centres and networks should be delegated to the regions or willing centres as soon as conditions were reliably established. These pleas are taken into account by UNCTAD as quickly as conditions permit and, in particular, it is expected that the minimum staff reqirement will be met soon. However, there will be a further difficult period during which external help will still be needed, both with regard to posts and working finance. This matter is considered further in section C.

B. Interagency cooperation.

111. The ILO and IMO are also engaged in training initiatives for the maritime sector. There is little overlap in the related activities of the three organizations, but there is a significant overlap of interest in them shown by countries, national organizations or the training centres with which each cooperates. Basically, a training centre involved in providing training for the maritime sector may offer training on labour issues (assisted by the ILO), on pollution and security issues (assisted by IMO) and on management issues (assisted by UNCTAD); there is clear scope for cooperation among the three.

112. Such cooperation is never easy, due to differences in priorities, approach and philosophy, but significant progress has been made. An interagency working group on port training has been set up, through which duplication is avoided and where possibilities for cooperation have been reviewed. There have been joint proposals for project execution and a number of joint activities. In particular: the 1993 TRAINMAR network meeting for Latin America was organized jointly with the ILO, so that delegates could represent and plan for the entire port sector. During 1994 TRAINMAR and the ILO are cooperating in a review of training needs and capacity in Asia; IMO has cooperated with TRAINMAR on courses related to dangerous cargoes, has allocated funds for trainers to attend TRAINMAR workshops for trainers, and has supplied copies of IMO model courses for use by TRAINMAR centres; in addition, students from the World Maritime University (WMU) have been able to visit Geneva to study TRAINMAR experiences.

113. A number of other organizations, including ICAO and ITU, are concerned in cooperative training efforts. Regular contact is mantained with them in a framework known as TRAIN-X, created under the auspices of UNDP, so that the experience and benefits of cooperative training can be shared. The TRAINAIR programme of ICAO was gathering pace as the TRAINMAR Action Plan was implemented and there has been continuous contact between the two programmes, including exchange of pedagogic materials to avoid duplicate work, and exchanges of field personnel to benefit from all the experience built up.

C. Funding

114. It was always intended that TRAINMAR would not need external financial support in the long term. Three factors were expected to bring this about:

- financial requirements should be kept to a minimum by providing training

through local capacity with the benefit of mutual cooperation;
- the production of impressive and effective training should enable local finance to be mobilized readily;
- UNCTAD involvement should be treated as part of the network and its costs covered through its regular budget or shared with members (operating costs only).

This position had not yet been reached for several reasons:

- implementation of the Action Plan would itself require additional resources;
- there was as yet no agreement within networks for self-funding of cooperation;
- due to local obstacles, there was a continuing need in the medium term for regional advisers;
- since changes in training technology and in commercial shipping practices arose outside the developing countries, external technical inputs would undoubtedly be required;
- new members would need special funding to help in preparing to join the network;
- funding of UNCTAD involvement through the regular budget was not assured.

115. To ensure that the programme could continue, therefore, several approaches as outlined below were necessary.

(a) Obtaining financial support for additional activities of the Action Plan

116. The Action Plan involved many activities that could be considered regular activities of UNCTAD programme staff but called for additional inputs in various forms (consultants, equipment, travel). A proposal was prepared urgently for the consideration of UNDP, which agreed late in 1990 to fund a project covering these items. Care was taken, however, not to overlap with the conduct of activities which could be considered routine programme development, nor with support which UNCTAD was expected to provide in the long term. UNDP project INT/90/092 has been of fundamental support in the conduct of the Action Plan.

(b) TRAINMAR centre funding

117. The objective of self-sufficiency requires the centres themselves to contribute to paying the costs of activities from which they benefit. In the TRAINMAR series of projects as the network grew, member centres were able to obtain help in the payment of such items as travel abroad or visits from foreign instructors; however, they always covered the cost of the training they conducted themselves. Every effort has been made to keep the costs of foreign cooperation to a minimum by ensuring that activities take place nearby and that fee-paying inputs are avoided, but cooperation cannot take place without some extra costs.

118. Steps have been taken to encourage centres to establish budgets for their own expenses arising from foreign cooperation. This has been relatively successful, at least to the extent that most of these costs can be covered in local currency (travel of staff and visitors, in particular). However, there are some costs that require to be paid in foreign currency, especially those that are shared among the members of the network, such as expenses of the regional secretariat or the running of group activities. In order to cover such costs, and to ensure in advance that they will be covered, a system of subscriptions has been introduced in each region.

119. Although this has posed problems in a small number of countries, and may have deterred some potential members of the network, it appears to have been successful overall. Each region establishes its own subscription rate, which

has been in the range of US$3,000 to $10,000 per year. This is a relatively low figure compared with the potential for cooperation and benefits, but can build up as satisfactory experience grows. However, each regional network needs to take account of the countries with the lowest resources and increases will inevitably be slow.

120. In practice, each network establishes a work programme at its periodic meetings and estimates the budgetary implications. Some activities may be covered by the subscription, others by direct payments from beneficiary centres. In this way, countries may participate according to their means. A few centres have been unable to subscribe to network financing and have been obliged to withdraw from direct cooperation. Others have been able to pay their annual subscription but have not had additional resources, or the freedom to use them in order to engage in specific cooperation most useful to them (for instance, to participate in a workshop or to obtain a set of course materials).

121. There is a role for UNCTAD in ensuring that public authorities, which may control foreign expenditure (and travel) are convinced of the need to authorize such expenditure. This often requires an exception to be made to standard procedures. UNCTAD programme staff have been recommending that each TRAINMAR centre should be authorized to have a foreign exchange budget to cover exceptional costs of cooperation, such as foreign travel, visiting instructors, obtaining training materials, and the regional network subscription.

122. It had been expected that eventually TRAINMAR centres would contribute to the cost of support from UNCTAD. It had never seemed appropriate that such costs would include staff costs, but they could include:

- costs of travel to provide advice or run courses;
- a contribution to the costs of materials and services which UNCTAD must purchase for network use (e.g. purchase or copying of videos, preparation of documentation).

UNCTAD has been reluctant to pursue this option in view of its natural role to provide total support for development activities. Further, other funding available during the Action Plan has reduced the need temporarily. However, a start has been made in three respects:

- travel undertaken in response to a specific and pressing request by the centre may be paid for by the centre;
- a small fee may be requested when workshops are run, to cover immediate organizational costs;
- centres in industrialized countries have paid an annual subscription to UNCTAD, which has been used to defray total operating costs.

123. In future each of these measures should continue and a more generalized system of centre contributions must be considered. However, there have been signs of reluctance on the part of centres, and countries, to contribute to costs incurred at UNCTAD headquarters, even if services provided were to be identified and the benefits demonstrated clearly. In any case, it is clear that the role of UNCTAD and the associated costs must be kept to a minimum. For instance, centres should expect more and more to obtain the requisite assistance and advice through regional contacts; workshops should be run under local or regional control whenever possible; and centres in industrialized countries may be encouraged, as their experience of TRAINMAR grows, to provide support in kind directly to networks and other centres.

(c) National and regional support

124. When a centre proposes to join the network, much preparation is required

in readiness for full cooperation - in terms of organization, equipment and a body of skills. This preparation is best carried out with the support of a project; in the early days of TRAINMAR this was imperative, as described in annex I. Nowadays, since opportunities exist for local cooperation with a TRAINMAR centre already possessing the necessary body of knowledge, it is feasible for new centres to join the network simply by entering into a programme of cooperation with a neighbour. Although the costs of doing so are much lower than with full international support, a special budget and a work programme spanning at least two years remain indispensable.

125. However, there remains a need for some centres to start with support from an externally funded project, possibly due to shortage of local funds, lack of suitable neighbouring centres, or language difficulties between them, or because of very basic starting conditions which demand extensive change. UNCTAD has consistently helped countries in the search for funds to enable national projects to be undertaken, but this has become progressively more difficult with the financial situation of recent years, especially for funding through UNDP, and has constrained initiatives for expansion of the network.

126. Some specific factors, as outlined below, have inhibited the development of projects even where adequate finance appeared to be available:

(i) It is generally a strict requirement of bilateral donors that requests for funds have full central government support. This means that interested maritime authorities must ensure that priority for maritime training is accorded at the national level; this can be very difficult, even though the need is clear at sector level and TRAINMAR projects are particularly cost effective, and may cause long delays or even the total suspension of proposals.

(ii) Donors outside the United Nations system have their own accounting, administrative and legal requirements which may differ from United Nations practices. A particularly controversial point for UNCTAD is the retention of a portion of the funds until after project completion, although clearly the funds must be utilized first. Long delays can arise while clauses are negotiated and cross-checked between two bureaucracies.

(iii) Perversely, funds are often more readily available for the countries that have suffered from various forms of upheaval in recent times, for which long-term training initiatives may not be appropriate until other priorities have been settled. For instance, a project to initiate reform in conjunction with training for Haiti was readily agreed but has been in suspension for several years.

127. As national projects terminated, a need for regional projects became more pressing. Regional advice facilitates a successful transition from national project support to full autonomy. Support for this form of action has also been extremely difficult to obtain from limited UNDP sources, but in close collaboration with countries in certain regions it has proved possible to obtain funding. This has proved valuable for introducing TRAINMAR into regions where communities are too small to justify projects with a full-time adviser (e.g. parts of the Caribbean) or where training centres of high potential already existed (e.g. the Southern Cone of South America). Unfortunately, support has not been sufficiently widespread to provide continuity of assistance, which would have been so important in the immediate aftermath of national projects elsewhere.

128. New regional projects in the pipeline for 1994 include an EC-funded project for Angola and Mozambique, and a UNDP-funded project to initiate human resource development policies in association with TRAINMAR centres in Asia.

(d) Filling the gaps

129. The traditional forms of funding through national and regional projects, as well as the resources of the UNCTAD programme, cannot be expected to satisfy all the needs of present and future development. UNCTAD has therefore been seeking useful support in other directions.

130. The following are examples of the sort of support that has been obtained:

(i) Financial, for the development of courses intended for wide use; e.g.
- a port tariff course, developed by TRAINMAR staff in Central America as part of their regular duties but with donor funds covering expenses and the provision of expert advice;
- development in Europe of a course on maritime transport logistics, funded equally by the centres concerned and donor funds.

(ii) In cash or kind for support of the UNCTAD programme; e.g.
- an associate expert working as a member of the programme staff, with resources to travel and thereby fulfilling the full range of support activities;
- financial support to maintain the post of maritime training adviser, an essential post in the programme staff but not yet covered fully from regular resources;
- interns, who are young persons willing to take part in support tasks over several months as part of a sequence of further education or experience gathering.

(iii) In kind, to support specific activities such as the conduct of meetings or workshops; e.g.
- an inter-regional meeting held at Bremen (Germany)
- a subregional workshop for Pacific States held at Launceston (Australia)

(iv) Mixed, whereby TRAINMAR centres cover the direct expenses of training actions or make financial contributions towards them, and donor funds or in-kind contributions are provided from other sources; e.g.
- delivery of national workshop on preparing for privatization (Malaysia) or an inter-regional workshop on management of training (Sri Lanka).

(v) Participating in independent programmes with common goals; e.g.
- programmes for the preparation and distribution of training materials, or for cooperation among countries (programmes of the EC).
There is mounting evidence of considerable goodwill among donors towards linking such schemes with TRAINMAR. It is foreseeable that many shortcomings of the programme may be overcome in this way. However, the design of such activities and negotiation of arrangements can be very time-consuming for programme staff and it has not yet been possible to exploit them to the full.

131. As shown in annex VII, funding that has been channelled through UNCTAD for TRAINMAR-related activities has been on average about US$1 million per year over the life of the Action Plan. Some has been for the Action Plan itself, and more for the development of new centres through national or regional support. It is probable that this type of support will decline, whereas there is a need at regional level for projects to be strengthened so that centres and networks may become really strong. This support is entirely for institution building; while immediate benefits will be achieved, they are incidental to the permanent capacity that is building up, and which will be further multiplied through the cooperation arrangements.

Chapter V

TRAINMAR IN 1993

132. Chapters III and IV provide much of the detail of the progress made by TRAINMAR since 1990, and therefore of its current state. However, as the details are scattered, the information is summarized here. A questionnaire was distributed to centres in 1993 so that the sentiments of management could be assessed.

133. The TRAINMAR network at the end of 1993 consists of 51 bodies in 46 countries, which participate to a varying extent in TRAINMAR activities. About 50 per cent are active in most aspects of TRAINMAR activities, while the rest are beneficiaries of the training available rather than contributors to overall progress.

134. Most centres are in the port industry, though many offer training to port users and a few to other branches of the maritime sector. Others are in shipping companies, or are training institutes serving the whole maritime sector. With temporary exceptions, each centre is a member of one of the eight regional networks formed to facilitate cooperation. Each network has its own secretariat and organizes meetings a least once a year at which progress is reviewed, experience is exchanged, individual plans are checked for complementarity, and plans are prepared for joint activities in the coming period. Networks cover their own costs and maintain cooperation through a system of financial subscriptions. Resource Centres within each region are able to assist others in training tasks and the provision of courses.

135. The global network embraces all members so as to provide access to general developments and inter-regional cooperation. Activities are initiated and coordinated by programme staff in Geneva, whose functions include preparing proposals for new activities, seeking necessary resources, and coordinating action, including managing projects; strategic planning for the programme; monitoring course development and delivery; assisting individual centres - or authorities in interested countries - to survey training needs and organize training accordingly; upgrading of pedagogic materials and the exercise of quality control; in general monitoring of progress of activities in each region; and preparation and publication of regular bulletins and guides. In 1993, particular attention has been given to preparation of new manuals on course development (TDG) and management of training (TMG), as well as to initiating delivery of the revised workshops. Among the current initiatives, emphasis is being given to human resource development issues, which are considered central to the continuing development of TRAINMAR. A course on the subject is being developed and a first regional project has been started through which action may be implemented.

136. The programme staff also work with the shipping, ports, mutimodal transport and maritime legislation sections of UNCTAD to assist in the preparation and use of policy-oriented courses, as well as the fulfilment of traditional UNCTAD responsibilities for contact with all countries and bodies on matters relating to human resource development in the maritime sector. The rather large range of activities spreads the attentions of the staff too thinly at a time when resources are scarce and much time has to be devoted to finding and running activities that will contribute to covering costs. The result is a very wide contribution to human resource development, and particularly training, but it may leave the centres with the feeling that too little support is available directly for them.

137. The most immediate product of TRAINMAR is the training conducted at

training centres, whether the courses delivered are approved or not. Approved courses fall into six categories: training technology, general techniques, ports, shipping, multimodal transport and maritime legislation. The course list changes as old courses lose the interest of users and are withdrawn or new courses are approved. In 1993 there were 34 full TRAINMAR courses approved for exchange and regular use, though each centre may run a course in a different form adapted to specific local circumstances. The courses are generally available in English, French and Spanish, but some have not yet been translated into all three languages: 23 are in use in English, 23 in French and 15 in Spanish. A list corresponding to mid-1993 is attached as annex VI.

138. Although nine new courses are currently under review for accreditation, many centres find that they do not have sufficient staff resources to develop courses to TRAINMAR standards, and that due to staff turnover they do not find it easy to keep courses up to date through the staff who originated them. The consequence is slow growth in the number of topical courses, and course exchanges are limited.

139. Partly for this reason, TRAINMAR courses constitute only about 20 per cent of the courses run in TRAINMAR centres. Centres also run courses organized on traditional lines, using locally available information and technical skills, and courses obtained from other sources. However, centres declare that TRAINMAR principles are observed in the organization and running of these courses, which is to be expected once these principles have been grasped by staff, and it would seem that the most significant benefits of participating in TRAINMAR are achieved through the professional approach acquired, rather than through the courses exchanged and run. In this respect, several of the centres not currently contributing to TRAINMAR may be among those which have benefited the most (for instance, centres in India experienced difficulties in maintaining international cooperation after the expiry of projects in which they had been very active, but they nevetheless remain independently active).

140. UNCTAD has not been collecting statistics on all courses run and the number of persons trained. The collection of statistics that are meaningful in this respect is complex and has not been given priority. Nevertheless, figures collected on a sample basis indicate that the total network output may be estimated conservatively at 12,000 trainees per year. The reasoning is presented in chapter III, section B. The delivery of this amount of training, which is almost certainly effective although the courses have often not been developed to TRAINMAR standards, is the primary direct output of TRAINMAR in 1993. The result is a growing body of able managers, enabling the maritime sector to make a better contribution to trade and, therefore, to national economic development.

141. The secondary direct output of TRAINMAR, and of greater importance for development, is that local centres are better able to repeat on a regular basis the type of training conducted in 1993, and to extend its range and quality in response to local priorities.

Chapter VI

FUTURE STRATEGY

A. Human resource development issues

142. A training system should serve a human resource development (HRD) policy. Such a policy may be set at various levels: national, industry, commercial branch, company or enterprise. Its key features will be to define the organizational goals (possibly in very flexible terms to cope with uncertain environmental conditions); the human resource needs for future years in relation to changing technical, commercial and political circumstances, in general terms and expressed as the expected evolution of numbers of employees with defined qualifications; and the career development measures to be adopted. The latter will take account of the availability of external candidates for entry-level and mid-career recruitment, and the social repercussions of various forms of staff mobility, so as to determine recruitment and training goals.

143. Through the HRD policy, the training centre is able to serve the long-term development needs of the client. Not only does this make the best use of scarce resources and training skills, but it enables the true contribution of training to be recognized and resources allocated accordingly. This recognition is of fundamental importance in overcoming the majority of problems that undermine the accomplishments of TRAINMAR and the provision of truly effective training in general. As a result all centres should be able to develop at a pace and in a direction justified by their potential.

144. UNCTAD needs to promote the adoption of HRD policies in parallel with TRAINMAR development and in conjunction with all centres. An introductory workshop on HRD, which is being prepared for the maritime sector and destined for senior managers and officials, is to be one of the final steps in the Action Plan; it should be used as part of a wide campaign to promote HRD policy making.

145. A project in this sense has recently been approved for UNDP funding in Asia. It sets out to provide awareness training for senior officials and to develop policies at subsector level in selected countries, so as to enable training to be conducted more effectively and serve national development better. In common with the entire TRAINMAR approach, it is intended that this training should be shared, adapted locally where possible, and that experiences should be exchanged between countries. To the extent possible, models for HRD policies in the maritime sector of the region will be developed. Among the consequences will be better integration of TRAINMAR centres in their respective sub-sectors, the enlargement of some TRAINMAR centres, and possibly the transfer of certain TRAINMAR activities to institutions with wider influence.

146. After due account has been taken of practical experience, a similar approach is expected to be a key feature of TRAINMAR development in all regions.

B. Elements of the long-term plan

147. A full strategy for the network is to be set out in the long-term plan to be completed shortly in draft form by UNCTAD. This will be circulated to member centres for individual consideration and debate at the 1994 series of regional meetings, and presented to the Advisory Committee at its meeting in mid-1994. A final version will be available by the end of 1994 and tabled for consideration and approval at an inter-regional meeting early in 1995.

148. The strategy will involve action on three fronts: within the network; by authorities of countries where centres operate; and by UNCTAD. Briefly, based

on the experience set out in this report, the elements likely to be included are set out below.

149. Actions to be taken within the TRAINMAR network include the following:

- Measures will be taken jointly by centres and UNCTAD to enable TRAINMAR to expand to all countries wishing to benefit, and to expand coverage to all interested branches of the maritime sector within any country; this may give rise to national networks and the participation of non-maritime institutions in TRAINMAR development. A special effort must be made to integrate English-using centres in Africa.

- A campaign will be conducted to ensure that full member centres can meet their obligations to cooperate on an equal basis; if necessary, they must be strengthened to have: (a) a full-time staff, either permanent or assigned for periods of at least three years; (b) a hierarchy enabling competence to be rewarded by promotion to a higher rank equivalent to a senior position in the client industry; (c) an annual budget with a foreign exchange component, under the control of centre management to enable cooperation to take place, and to cover in particular the purchase of training materials and training aids, international telecommunications and courier service, travel of trainers to cooperative training events, the payment of premiums to trainers for completion of special assignments, and the expenses of engaging visiting instructors or occasional consultants.

- The network structure will be reviewed regularly, particularly to react to progress in the extent to which obligations of full membership are being met; new Resource Centres will be approved and a three-tier membership system may emerge with Resource Centres as the focus for all international cooperation. Centres in industrialized countries will continue to join and enhance the technical and pedagogic autonomy of the network.

- Each centre will promote the adoption by its client of a human resource development strategy, and should develop training to match the strategy.

- UNCTAD, in collaboration with Resource Centres, will introduce further pedagogic training measures, concentrating in particular on techniques of training and the use of new technology; at the same time measures will be adopted to render training development procedures more flexible and to expand the amount of informal collaboration that takes place, notably through better information systems allied to the increase in flexibility.

- Standards and qualifications for management within each branch of the maritime sector will be reviewed in consultation among all parties, including clients and professional bodies. After regional and global reviews of the findings, a series of diploma courses will be introduced.

- Networks, in consultation with UNCTAD, will ensure that procedures are adopted to enable inter-regional meetings to take place at suitable intervals, to cover functions of the Advisory Group, Executive Committee and General Meetings.

150. Actions that should involve national authorities include the following:

- Authorities for centres, being better informed of the benefits of local training and of the requirements to match future functions, will become more supportive and allocate resources accordingly, providing for autonomy in financial, staffing and administrative matters, so that the necessary

training can be provided effectively. It is likely that this will entail priority posting of well qualified persons to training functions, with appropriate guarantees for career development, and special measures to facilitate foreign collaboration by training centres.

- Governments and client management should review human resource development (HRD) in the management of the maritime sector, with a view to the development of HRD policies at national, branch and company/enterprise level. The training requirements of such policies should be assessed and the appropriate measures taken.

- Consultation procedures should be set up so that, where centres or their clients are privatized, good use will be made of the specific role that TRAINMAR centres can play, and also to assist the public authorities in paying special attention to safeguards which ensure that HRD needs are not neglected in new structures.

- Authorities of countries that already have effective maritime training centres should encourage them to cooperate within the TRAINMAR network, at both national and international levels, contributing skills, knowledge and resources without cost and in expectation of mutual benefit wherever possible.

151. Actions to involve UNCTAD include the following:

- UNCTAD management should ensure that the special nature of the TRAINMAR programme is recognized in terms of the need for staff, budgets, provision of services, and flexible procedures.

- Programme staff should be supported by UNCTAD management in seeking self-financing partners to cover the provision of services which UNCTAD needs to make available to the TRAINMAR network but cannot provide directly within its structure and resources.

- Programme staff should collaborate with technical staff of UNCTAD and other international organizations in the preparation and distribution of widely applicable short courses of value to countries for the management of the maritime sector.

- Programme staff should seek to expand the TRAINMAR network to incorporate more experienced training centres which can contribute skills, knowledge and resources for mutual development.

- UNCTAD should seek the active cooperation of TRAINMAR centres in the implementation of its mandates, both as providers of data and services and for the implementation of the human resource aspects of its work.

Annex I

The Building of TRAINMAR 1980-1988

The origins of TRAINMAR are to be found in three factors:

- a need in most developing countries for improved shore-based management skills in the maritime sector, partly due to the growing dependence of countries on a restricted number of national officials, partly as a result of increasingly rapid change in both technical and commercial aspects of maritime trade;

- a widespread need for local capacity to organize effective training adapted to local requirements and able to offer extensive training to large numbers of staff;

- the successful experience of ITU in promoting local training through cooperation in the telecommunications sector, where both the need for training in new procedures and the benefits of mutual cooperation were clear.

Observation of the last two factors led naturally to the idea of applying a cooperative training approach to management training in the maritime sector. It remained to be proved, however, that a concept which worked in a very technical field could be transposed to commercial and management applications.

The testing was carried out in a pilot phase. Initially just three centres were involved - covering different areas of activity, type of organization, language and continent (one centre was in a shipping company in Asia, another in a port in East Africa and a third in an academy in West Africa). A central support team (CST) was established at UNCTAD headquarters, staffed by a project team which worked closely with staff of the Shipping Division. Each centre also had the benefit of a project, able to cover the costs of a full-time adviser, consultants, the travel of local trainers to take part in joint activities, and certain equipment central to modern training and to facilite cooperation.

The CST developed a pedagogic approach, based on that used by ITU but documented very thoroughly to meet the conditions of the maritime sector in developing countries. This was first disseminated at joint workshops, then put into practice locally under the guidance of project advisers. The result was:

- a high level of communication and cooperation between the centres on all matters pertaining to training;

- a jump in the confidence and standing of the local trainers, who visibly developed into professional trainers and gained the respect of local managers;

- three courses developed by local personnel, which were used by all three centres and accepted by local managers as responding meaningfuly to real local needs;

- a plan for continuing cooperation among the beneficiary centres, and interest among other organisations and countries in the results achieved.

Judging these results to be very positive, UNCTAD offered to execute TRAINMAR projects in other countries where authorities wished to establish TRAINMAR centres. The understanding was that each country would already have a suitable training centre and the determination to improve its performance with all the

necessary logistical support; the project would enable it to acquire the ability to cooperate fully with other TRAINMAR centres.

Each project provided for technical advice, intensive cooperation with other centres, and the acquisition of essential materials. Typically, expert advice would come from a full-time adviser based at the centre for about two years; cooperation would be through joint activities involving staff from different centres, including attendance at pedagogic workshops and coordination meetings, and cooperation in course adaptation, development or delivery; materials needed by centres included micro-computers, so that course materials could be prepared and exchanged in electronic form, and equipment for preparing audio-visual presentations, as well as films and other ready-prepared teaching aids.

The purpose of a project was to ensure that each centre could apply the methodology and commence regular cooperation, as well as be adequately equipped to prepare and use training materials meeting the standards for exchange. However, once several centres in a region had decided to adopt the same approach it was obvious that a regional project might cover their needs jointly. Therefore, as more centres joined the network, they were able to share the benefits of a single regional project, rather than each having its own national project.

The second advantage of a regional project was to enable countries that were not ready to have an established centre to create a small training activity in collaboration with a neighbour. This would allow for gradual growth or the attainment of modest objectives with a relatively limited use of resources. In this way, the network grew steadily with the addition of new centres in Asia, in Latin America, in Western, Central and Southern Africa, and in Arab countries - separately in Maghreb and Mashreq countries - and with activities in countries of Eastern Africa whose development was hampered by extraneous events in the subregion.

While most countries wished to have their own centres, an interesting development in the Mashreq was acceptance of the principle of a single regional centre serving neighbouring countries by sending out instructors and receiving trainees. Even so, several countries made contributions in kind, e.g. translation of courses, and began to develop a capacity to organize their own training for specific local needs. This arrangement unfortunately terminated in parallel with the conflict in the region, but it served as an example to be followed later in regions comprising various small States such as the Caribbean.

By 1988 there were 23 centres, each of which had benefited directly from a project, either national or regional. The combination of national and regional projects made it possible to keep the national projects small while ensuring priority for meeting specific national requirements; e.g. it might be practical for countries to share a regional adviser, but not to share a budget for travel and equipment.

The most delicate point at that time was the transition from working with project support to continuing independently. Up to 1988 there had been regional projects in Latin America, in North, West, East and Southern Africa, in Asia and in the Mashreq. Although these projects were not sufficiently extensive to meet the full extent of the demand, they provided a wide coverage of the major developing economies.

In practice some projects were severely limited. For *instance*, in Latin America 14 different countries were eager to participate in a project with a total value of US$280,000 over three years. While this might well have ensured good progress if shared among four countries, the obligation to provide services

to 14 countries condemned the inputs in any one country to being very limited. Real progress in the region had to await the signing of a series of subregional projects which were only beginning to emerge in 1988.

It was at this point that UNCTAD agreed to institutionalize the central support function. With this responsibility, it had to oversee the transition from centres receiving project support to centres whose activities would depend entirely upon their own dedication and efforts.

Annex II

Countries Associated in TRAINMAR Actions

TRAINMAR NETWORK
Membership - January 1994

Australia **
China *
Egypt *
India
- IIPM **
- NIPM **
- SCI **

Jamaica *
Kenya **
Malaysia
- MTRC *
- Trident **

Pakistan *
Papua New Guinea *
Philippines
- Magsaysay *
- PPATC *

Sri Lanka *
Thailand **
Trinidad/Tobago **
<United Republic of Tanzania>
<Yemen>

Algeria *
Angola **
Benin *
Burkina Faso **
Cameroon *
Côte d'Ivoire *
France *
Guadeloupe *
<Haiti>
<Madagascar>
Mali **
Mauritania **
Morocco
- CMN **
- ODEP *

Mozambique **
Portugal *
Senegal *
Togo **
<Tunisia>

Argentina *
Bolivia **
Brazil *
Costa Rica *
Chile *
<Colombia>
Cuba **
Dominican Republic **
Ecuador **
El Salvador *
Guatemala *
Honduras **
Mexico **
Nicaragua *
Panama **
Peru *
Spain *
Uruguay *
Venezuela **

Note: Each country name indicates a body or bodies within the country. There are three categories:

* signifies centres that are active as training centres and as members of TRAINMAR; they are full members or would be suitable candidates if membership rules were applied vigorously.

** signifies bodies that may not be training centres but which maintain contact with TRAINMAR without accepting the obligations of full membership; they ought to be considered as associates.

<> signifies countries that have benefited from TRAINMAR in the past and should still benefit from the experience although they do not maintain regular contact with the network.

In summary, the table shows 51 bodies in 46 countries which can be considered as participating in TRAINMAR at the start of 1994. A further six bodies/countries are probably benefiting, while a number of others not mentioned benefit occasionally (e.g. Saint Lucia, Dominica) or are on the point of taking an active part (e.g. Belgium, Romania).

Annex III

The TRAINMAR Methodology

The TRAINMAR approach to training development is explained in detail in the UNCTAD Training Development Guidelines (TDG) intended for trainers who will prepare training materials that respond to identified training needs. The TDG guides the trainer through an efficient process which ensures that all decisions regarding training strategy will be based on a systematic analysis of:

- training needs
- available resources
- learning characteristics of the trainees.

The intention is to ensure that training corresponds to priority needs of the organization, making good use of resources, and matching the abilities of the trainees, rather than being based on subjective judgement or tradition. In detail, the TDG covers a complete methodology from analysis of organizational needs of the client, through design and delivery of training, to evaluation of the impact of the training.

The methodology consists of three principal activities: analysis, development and evaluation, with feedback between them. These activities are broken down into nine phases as follows:

ANALYSIS Phase 1 - Preliminary Study
Phase 2 - Job Analysis
Phase 3 - Population Analysis

DEVELOPMENT Phase 4 - Design of Curriculum
Phase 5 - Design of Modules
Phase 6 - Production and Developmental Testing

EVALUATION Phase 7 - Validation and Revision
Phase 8 - Implementation
Phase 9 - Evaluation

These phases are not distinctly separated, since several may be carried out in parallel, but each has to be correctly planned and controlled.

The wider issues of managing training activities are covered in a separate manual, the Training Management Guidelines (TMG). The TDG and TMG are reference guides for practitioners and are presented in a way that is not exclusive to training in the maritime sector. They are considered to be a reference for all UNCTAD training, and are in particular shared with the TRAINFORTRADE programme.

The TDG and TMG are also background documents for workshops at which the skills of Training Development and Management of Training are taught. To complete the training of training personnel, there is also a TRAINMAR workshop for Instructors, which covers not only the contact between trainer and trainee, but all aspects of preparing to run a material-based course and providing suitable follow-up. It was not considered appropriate, however, that separate guidelines be published.

Annex IV

Constitution and Rules of TRAINMAR

The following text was approved by members in February 1992. It forms an annex to a membership agreement in which each centre expresses readiness to accept the obligations of membership and defines its choice with respect to any options foreseen in the text.

CONSTITUTION AND RULES OF THE UNCTAD/TRAINMAR NETWORK [1]

A. Background

The mission of the UNCTAD/TRAINMAR programme is to enable the maritime transport, ports and multimodal transport sectors of developing countries to meet their management training needs through co-operative action among the members of a network of training centres.

To carry out this mission, TRAINMAR enables local training centres which are active in these sectors to develop or strengthen their capacity through:

- the training of trainers;
- adoption of a well tried and standardized pedagogic methodology;
- cooperation in the decentralized development of high quality training materials;
- the exchange of training packages among training centres.

The TRAINMAR programme was started in 1980 by UNCTAD with the support of UNDP. In early stages of the programme, the basic ability of individual centres to conduct TRAINMAR activities was established through national projects, while co-operation among centres was developed progressively through several regional and inter-regional projects. These projects were funded by various donor organizations (especially UNDP) as well as the countries directly concerned. The programme was coordinated and its development guided by a Central Support Team funded by UNDP and based in UNCTAD's Shipping Division.

A gradual withdrawal of donor organizations was expected, so a principal objective of UNCTAD from the outset was to establish autonomy of the network. In order to provide a sound basis for continued development of TRAINMAR, UNCTAD decided in 1988 to assume full responsibility for the Central Support Team. This decision paved the way for a strategy to enable members to cooperate with growing autonomy. Nevertheless, UNCTAD has neither the resources nor a mandate to finance the cooperation among members, which must be funded by the participating countries themselves

Following an evaluation of the TRAINMAR programme undertaken in 1989, it was decided that cooperation with institutions in industrialized countries should be expanded, under suitable conditions, so as to benefit from their knowledge and experience. This responded also to proposals of developing countries expressed by their representatives at the TRAINMAR General Meeting held in Bremen, Germany, in 1988.

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[1] "Nothing in these rules should be considered to constitute a limit to the rules, privileges and immunities of the United Nations".

The new strategy, introduced in 1990, required a framework to be established, with the agreement of all members, whereby the training capacity established could be maintained and developed. Above all, this was to ensure that activities commenced with growing success could be continued - and in particular the exchange of training packages, updating existing courses, and sharing the effort of developing new courses - and to ensure that the pedagogical and substantive guidance of the UNCTAD Shipping Division, including the Central Support Team, would continue to be provided.

B. TRAINMAR Network Constitution and Rules

1. Purpose of the network

1.1 Objectives

The TRAINMAR network has the broad objective of strengthening member institutions for the realization of community-oriented training in management of port, shipping and multimodal transport activities.

This objective is to be achieved, in particular, through:

- design and application of a common methodology and training management approach;
- updating, and when required creation, of methods, tools and approaches appropriate to a community-oriented human resource development system such as problem-oriented training, job-oriented training, and career development schemes;
- exchange of training material corresponding to agreed quality standards on a cost sharing basis;
- mutual support in the implementation of training programmes;
- inclusion in the network of additional institutions able to contribute to cooperation activities.

It is expected that:

- the human resources development approach and training development activities carried out within the TRAINMAR network will conform with standards described in current training documentation published by UNCTAD, such as the Training Management Reference Guide (TMRG) and the Training Development Guidelines (TDG);
- the training managers and teaching staff of member institutions will be trained in the use of TRAINMAR methods and standards;
- research programmes aimed at improving the training methods and pedagogical standards will be encouraged for the benefit of the community.

1.2 Benefits

Membership of the network helps centres towards professional performance so as to satisfy the local or national economies they serve. Thereafter, it increases the quantity and quality of training they can provide. As a matter of routine, each member of the TRAINMAR network benefits through:

- regional and inter-regional training in pedagogic methods;
- coordinated development of training courses;
- exchange of training materials;
- opportunities to participate in each others' course deliveries;

- access to pooled facilities for course preparation and reproduction;
- assistance and advice from, or arranged by, the TRAINMAR Central Support Team;
- Exchange of experience internationally.

2. Network constitution

2.1 Network co-ordination

The UNCTAD Shipping Division is a focal point for co-ordination of the TRAINMAR network and incorporates the TRAINMAR Central Support Team.

The primary role of the Central Support Team is to provide regular contact with network members, organize technical and pedagogic guidance for the programme, and facilitate network development. The Central Support Team maintains and extends a manual of network definitions and procedures. This manual, which records the nature, scope and methods of TRAINMAR cooperation, is subject to regular review by members during the consultation procedures set out in section 3.

The focal point will, inter alia, seek additional funding for network activities.

In its capacity, the focal point will not be liable to meet any obligations of the members of the network. The obligations of the focal point will be limited to those outlined in the present document.

2.2 Membership

There are two classes of member:

- full members, which participate in a wide range of activities of the network; and
- associate members, which have an interest in certain aspects of TRAINMAR but do not wish, or are not ready, to participate in the range of activities.

2.2.1 Full members

Full membership is open to educational or training institutions for port, shipping and multimodal transport in developing countries. These must be engaged in implementation of community training or human resource development programmes, and be willing to apply TRAINMAR standards and co-operate with other institutions in the TRAINMAR network for the achievement of common objectives in order to share the benefits.

Each full member must:

- have a team of trained course developers, full or part time;
- adapt and/or develop courses in accordance with TRAINMAR procedures following a work plan agreed with other centres, and ensure that the courses are kept up-to-date;
- have a team of trained instructors and deliver TRAINMAR courses regularly;
- participate in regional TRAINMAR meetings;
- contribute financially to running of the regional and inter-regional networks.

Among the full members are a small number of resource centres. These are approved by the focal point to co-operate actively with the Central Support Team and to disseminate TRAINMAR products to other centres. Resource centres must:

- have full time course developers working on the development and upgrading of TRAINMAR courses;
- deliver TRAINMAR pedagogic workshops (training of trainers) and be ready to advise other centres on utilization of the TRAINMAR methodology;
- be capable, at least in the near future, of developing a policy for human resource development and offering advice in this field;
- be ready to reproduce and distribute TRAINMAR courses to other centres;
- have national approval and sufficient autonomy to co-operate readily with other centres and the Central Support Team.

Full membership is also open to training institutions or organizations in industrialized countries, or elsewhere, which have already established a reputation in maritime management training. Such members must accept the common objectives and be willing to make a definite commitment to contribute to TRAINMAR activities, even though they may not expect to benefit conventionally. They participate according to a workplan agreed with the Central Support Team, in which they adhere to TRAINMAR methods. In relation to this workplan, they may not seek commercial arrangements or financial support from the network. Such members may use the designation "supporting centre".

Rights attached to full membership are:

- to benefit directly or indirectly from the activities initiated by the Central Support Team.
- to receive approved TRAINMAR courses for local use. The TRAINMAR materials are intended for the use only of network members. However, more extensive use of the materials for the benefit of countries not yet associated with TRAINMAR may be envisaged with specific approval of the Central Support Team.
- to participate in all TRAINMAR activities organized in its region or at inter-regional level (see section 1.2).
- to borrow instructors from other centres from time to time.
- to participate in regional TRAINMAR meetings.

Obligations incumbent on full members are:

- active involvement and co-operation in a selection of activities aimed at the realization of the network objectives;
- making available to the focal point, for the use of all members, course materials developed within the work programme;
- be ready to exchange relevant experience with other members;
- acceptance of course participants in reasonable numbers from other centres;
- loan of instructors from time to time without charge other than a small honorarium approved by the focal point;
- payment of the established membership fee.

All full members will be approved by the focal point, which will check, in particular, that appropriate conditions are fulfilled by resource centres and supporting centres.

2.2.2 Associate members

Associate membership is open to training institutions of developing countries, or other organizations with an interest in training, which are interested in the objectives of the network and wish to play an active part in selected activities. They may do this through collaboration with full members, but must be able to contribute financially to network operating costs.

Associate membership may be acquired with a view to acquisition of full membership of the network at a later stage.

Rights of associate members are:

- participation in regional activities for the training of trainers;
- access to course deliveries by full members in the region;
- assistance on a cost recovery basis from resource centres in the implementation of TRAINMAR methods and courses;
- participation in regional network meetings.

The obligations attached to associate membership are:

- showing active interest in the activities of the network;
- payment at cost for services rendered by resource centres;
- payment of a membership fee.

2.2.3 Adhesion

Any organization wishing for membership should submit a written request to the network focal point in Geneva, indicating readiness to accept the rights and obligations of a specific class of membership as set out above. In addition, there should be a supporting recommendation based on a visit to the applicant by a network representative.

2.2.3 Cooperation among members

To facilitate cooperation, the TRAINMAR network is divided into regional networks.

Each member should be attached to one regional network only. However, a member may also participate in a sub-regional network and develop special cooperation arrangements with other members based on a common interest. In particular, sub-regional networks may be the main basis for cooperation activities, and members may formulate coordination arrangements complementing those described in section 3.

2.4 Membership fees

2.4.1 Full and Associate members

Each regional network will decide the subscription level applicable to full and associate membership on the basis of an agreed workplan.

Regional subscriptions will be collected under the supervision of the regional secretariat (see paragraph 3.1). These may include payments for special services by the Central Support Team.

The inter-regional workplan and related financial implications will be established by the Central Support Team in consultation with the Inter-regional

Executive Committee (see section 3.4).

2.4.2 Supporting centres

The subscription due from each supporting centre will be established directly between the focal point in Geneva and the supporting centre concerned. Subscriptions will be paid direct to the focal point.

2.4.3 All members

Subscriptions are normally made in convertible currency and are due annually on 1 October each year. Acceptable means of payment will be defined by the focal point.

A centre which has not paid its subscription 12 months after the due date is suspended from membership, unless the focal point and the Inter-regional Executive Committee consider that there are special circumstances that excuse the non-payment of fees.

Developing countries which may have difficulties contributing foreign currency to join the network may also seek assistance from donors or from UNDP for currency conversion.

3. Cooperation arrangements

3.1 The Regional Secretariat

Each regional network will establish a secretariat to be the focal point for communications and exchange of information within the region and with other regions. Responsibility could be rotated periodically among resource centres or be shared among several full members.

Obligations of the regional secretariat include:

- receive and transmit information on behalf of members, the Central Support Team or the secretariat of another region;
- collect data concerning course development/delivery and any other topic relevant to the achievement of the network objectives;
- monitor annual programmes of regional/sub-regional training deliveries and coordinate short-term changes required by members;
- prepare and distribute documentation and information for the regional meetings, including assistance in preparing the reports thereof;
- supervise the collection of subscriptions;
- ensure that expenditure is consistent with decisions taken at the regional meetings.
- prepare the annual account.

3.2 The Regional Meetings

A regional meeting should be held at least once per year. This will be open to all full and associate members in the region as well as representatives of the UNCTAD secretariat, UN agencies with related programmes, and UNDP and other donors. Where desired, members of a sub-regional network may designate one or more representatives from the same region to represent them at the regional meeting.

The objectives of the regional meeting are as follows:

(a) Define an annual work programme to satisfy all members and to be carried out on a regional or sub-regional basis - including reaching agreement on arrangements for cooperation in the development and adaptation of training material, the evaluation of training, and the design of human resource development schemes, as well as drawing up schedules of regional and sub-regional training deliveries to meet the needs of members;
(b) Prepare the regional budget to cover agreed regional activities;
(c) Propose measures for gathering funds for running the regional network.
(d) Designate a representative to the Inter-regional Executive Committee (see section 3.4)

Regional meetings should be held within the region and under the auspices of any member by invitation and common accord; such member will provide secretariat support and assist the regional secretariat in preparing the report.

The chairman of the meeting shall be selected by participants at the start of the meeting, and shall determine the procedures.

3.3 Regional Financial Resources

A large part of the membership contributions paid by the members of each region will be allocated to their regional network. Costs covered may include expenses of the regional secretariat and organization of the meeting.

Activities organized by the regional network at the request of individual members (or exceptionally non-members, see section 2.2.1) may give rise to a charge which will contribute to regional funds. The amount of such contribution must be approved by the focal point.

In addition to the resources provided through the membership contributions, the regional committees are invited to raise funds or to seek assistance in kind to be provided to their network by potential donors.

3.4 The Inter-regional Executive Committee

An Inter-regional Executive Committee shall be appointed to meet at least once per year. The duties of the Executive Committee are as follows:

- define policy guidelines;
- prepare the General Meetings;
- monitor and facilitate implementation of decisions of the General Meetings;
- review the inter-regional workplan and budget presented by the Central Support Team;
- contribute to fund raising for the network and its activities.

The Executive Committee shall consist of representatives from the UNCTAD secretariat, UNDP and one full member from each of the regional networks. Respective costs should be covered by regional funds. Each meeting will be chaired by a member nominated by participants at the start of the meeting. The Chairman shall determine the procedures during the meeting.

The focal point will convene the meeting, and should prepare an annual report of the network activities for consideration by the Executive Committee.

Decisions of the Executive Committee should be taken unanimously.

3.5 General Meetings

The Executive Committee shall organize a General Meeting at least once every three years, and at a location where all members can participate. All full members and associate members will be invited. Observers may also be invited at the discretion of the Committee.

The General Meeting determines the general policies, new objectives, new orientations and development of the TRAINMAR network.

The Executive Committee shall prepare the agenda for each meeting.

Annex V

UNCTAD's Role Towards the Network

UNCTAD's role in TRAINMAR is pursued through the activities of programme staff and inputs they are able to organize through other services of UNCTAD. This role may be defined, therefore, in terms of the duties of programme staff; these were decided at the outset according to two criteria:

- their omission would lead to a serious decline of network and centre activity;
- no alternative source of such support could be identified.

The duties were considered in four categories as follows.

1. To maintain centre involvement and development

- advise Main Centres on their organization, trainer skills, course development and training programmes;
- maintain and supply pedagogic courses and manuals;
- supervise continued training of trainers;
- supervise the development and upgrading of courses;
- apply quality control procedures;
- approve and distribute new courses;
- issue documentation including newsletters and course catalogues;
- review technical and pedagogic information, and distribute relevant items to Main Centres;
- arrange or advise upon technical inputs;
- supply UNCTAD documentation;
- provide contacts with technical and trade bodies in matters relating to human resource development.

2. Network support

- advise members on regional arrangements and facilitate changes as from time to time agreed;
- advise each network secretariat on its role, including the issue of local newsletters, and coordination of data interchange and financial management, and supply each with regular information on TRAINMAR development;
- participate in annual network meetings to help to draw up meaningful programmes, develop strategies and coordinate with other networks;
- participate in selected course deliveries and in particular pedagogic workshops;
- help to seek funding for regional activities and arrange practical support through the Main Centres involved;
- promote with donors the concept of regional advisers;
- coordinate and support the work of regional advisers.

3. Programme development

- manage the execution of the Action Plan;
- propose short- and long-term plans for network development;
- design, promote and implement projects funded from external sources, including in particular:
  - partnership activities with industrialized countries;
  - association with non-maritime institutes;

• development of special courses and use of new techniques; strategies for career development;
• expansion into new branches, countries and regions;

- encourage and promote cooperation with other international organisations.

4. Coordinate and promote UNCTAD technical activities with respect to human resource development

- organize UNCTAD inputs to assist course development and delivery at centres;
- assist non-programme staff in meeting commitments with respect to human resource development.

Annex VI

TRAINMAR Exchangeable Courses (1993)

Course Number	Subject	Languages Eng	Fr	Sp
	PEDAGOGIC TECHNIQUES			
1.01	Course Development Workshop	x	x	x
1.03	Instructors' Workshop	x	x	x
1.04	Training Management Workshop	x	x	x
	PORTS			
2.01	Port Planning	x	x	x
2.02	Port Operations for Supervisors	x	x	
2.06	Container Terminal Operations	x	x	x
2.08	Financial Administration in Ports			x
2.09	Management of Equipment Maintenance	x	x	x
2.10	Storage and Tally		x	
2.11	Management of Small Ports	x		
2.13	Improving Supervisory Management	x		x
2.14	Collection of Port Statistics		x	
2.15	Port Statistics and Performance Indicators			x
2.16	Legal Aspects of Cargo Disputes		x	
2.18	Spare Parts Management	x		x
2.19	Port Management Information System	x		
2.20	Management of General Cargo Operations	x	x	x
2.21	Port Investment Planning ...	x		

Course Number	Subject	Languages Eng	Fr	Sp
	MARITIME LEGISLATION			
3.01	Legal Aspects of Commercial Shipping	x	x	x
3.02	Maritime Documentary Fraud	x	x	
3.03	Organization of Sea Transport		x	
	SHIPPING			
4.01	Container Fleet Management		x	
4.02	Cost Control for Shipping Management	x		x
4.03	Computerized Information Systems	x		
4.05	Finance for non-Finance Executives	x		
	MULTIMODAL TRANSPORT			
5.01	Multimodal Transport		x	
5.02	Basic Freight Forwarding	x	x	
5.03	Chartering for Bulk Cargoes	x	x	
5.04	Multimodal Transport for Potential Operators	x		
5.05	Multimodal Transport for Senior Management	x	x	x
5.06	Multimodal Transport for Top Officials	x	x	x
	GENERAL TECHNIQUES			
6.01	General Use of Statistics		x	
6.02	Introduction to Micro-Computers		x	
6.03	Maritime Statistics		x	

Annex VII: TRAINMAR Project Funding 1990-1993

Project Identity	Annual Budget (US$)			
	1990	1991	1992	1993
INTER-REGIONAL				
TRAINMAR Geneva (UNDP)	29,000	29,000	-	-
Action Plan (UNDP)	46,000	176,000	281,000	101,500
Course Dev. (Netherlands)	-	35,000	18,000	22,000
Contributions (Various)	-	55,000	105,000	80,000
TRAINMAR Geneva (Norway)	-	-	24,000	120,000
Course Dev. (Europe)	-	-	-	83,000
TRAINMAR Geneva (France)	-	-	-	30,000
REGIONAL				
Caribbean (France)	-	-	-	60,000
Arab States (UNDP)	102,000	25,000	-	-
Africa - Lusophone (UNDP)	23,000	14,000	36,000	-
Africa - West./Cent. (UNDP)	43,000	197,500	22,500	-
Asia (UNDP)	34,000	129,000	8,000	22,000
Latin America (UNDP)	54,000	35,000	-	-
Central America (EEC)	42,000	100,000	30,000	-
Caribbean (France)	19,000	8,000	13,000	-
Latin America (Germany)	-	-	39,000	360,000
NATIONAL				
Algeria (UNDP/Algeria)	24,000	57,000	16,000	-
Egypt(UNDP)	91,000	32,500	46,500	17,000
Guatemala (UNDP)	39,000	35,000	2,500	-
Madagascar (France)	-	35,000	-	-
Morocco (UNDP/Morocco)	242,000	63,000	97,000	-
Pakistan (UNDP)	94,000	89,000	102,000	89,000
Vietnam (France)	-	-	-	55,000
SUB-CONTRACTS				
ICAO	-	24,000	12,000	-
ILO	-	31,500	19,500	-
IMO	-	18,000	-	-